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ABSTRACT

The handbook approved by the faculty of Franklin College in 1975 presents a description of the basic organization of the college specifically detailing the administrative organization and the faculty organization including their respective responsibilities. Personnel policies and procedures for the faculty are discussed including appointment, promotion and tenure, retirement, teaching load, academic functions, and social responsibility. Curricular and academic policies are also outlined. (JMF)

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FRANKLIN COLLEGE
FRANKLIN, INDIANA 46131

FACULTY HANDBOOK

U S DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION

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HE007202

SEPTEMBER 1975

The purpose of this Faculty Handbook is to present, in concise form, a description of the basic organization of the College, and to state policies and procedures which are of concern to members of the faculty, and also as a guide to established policies and procedures for members of longer standing.

Approved by the Faculty - September, 1975

CONTENTS

Page

I. ORGANIZATION OF THE COLLEGE

A. Administrative Organization

Chart of Administrative Organization 1
Chart of Academic Responsibilities 2
Statement of Purpose 4
Environmental Assumptions 9
Policy Assumptions 10

1. Office of the President 11
2. Office of Assistant to President 11
3. Office of Academic Affairs 12
4. Office of Academic Records 12
5. Office of Admissions 12
6. Office of Student Services 13
7. Development Office 14
8. Business Office 15
9. Library 15
10. Office of Director of Data Processing 17

B. Faculty Organization

Preface 18
1. Membership 19
2. Meetings 20
3. Committees 21
4. Responsibilities of Division Chairmen 23
5. Responsibilities of Department Chairmen . . . 24
6. Responsibilities of Director of Athletics . . 24
7. Responsibilities of Director of International Studies 24
8. Student-Faculty Court 25
9. Lines of Responsibilities 27
10. Term of Office 28
11. Procedure for Handling Issues, Recommendations and Disputes 28

II. PERSONNEL POLICIES AND PROCEDURES

A. Appointment 29
B. Reappointment 29
C. Promotion and Tenure 30
D. Retirement 50

Page

II. PERSONNEL POLICIES AND PROCEDURES

E. Teaching Load 50
F. Travel Allowance. 50
G. Faculty Attendance. 51
H. Academic Functions. 51
I. Social Responsibility 52
J. Outside Employment. 52
K. Office Hours. 52
L. Tuition Grants. 52

III. CURRICULAR AND ACADEMIC POLICIES

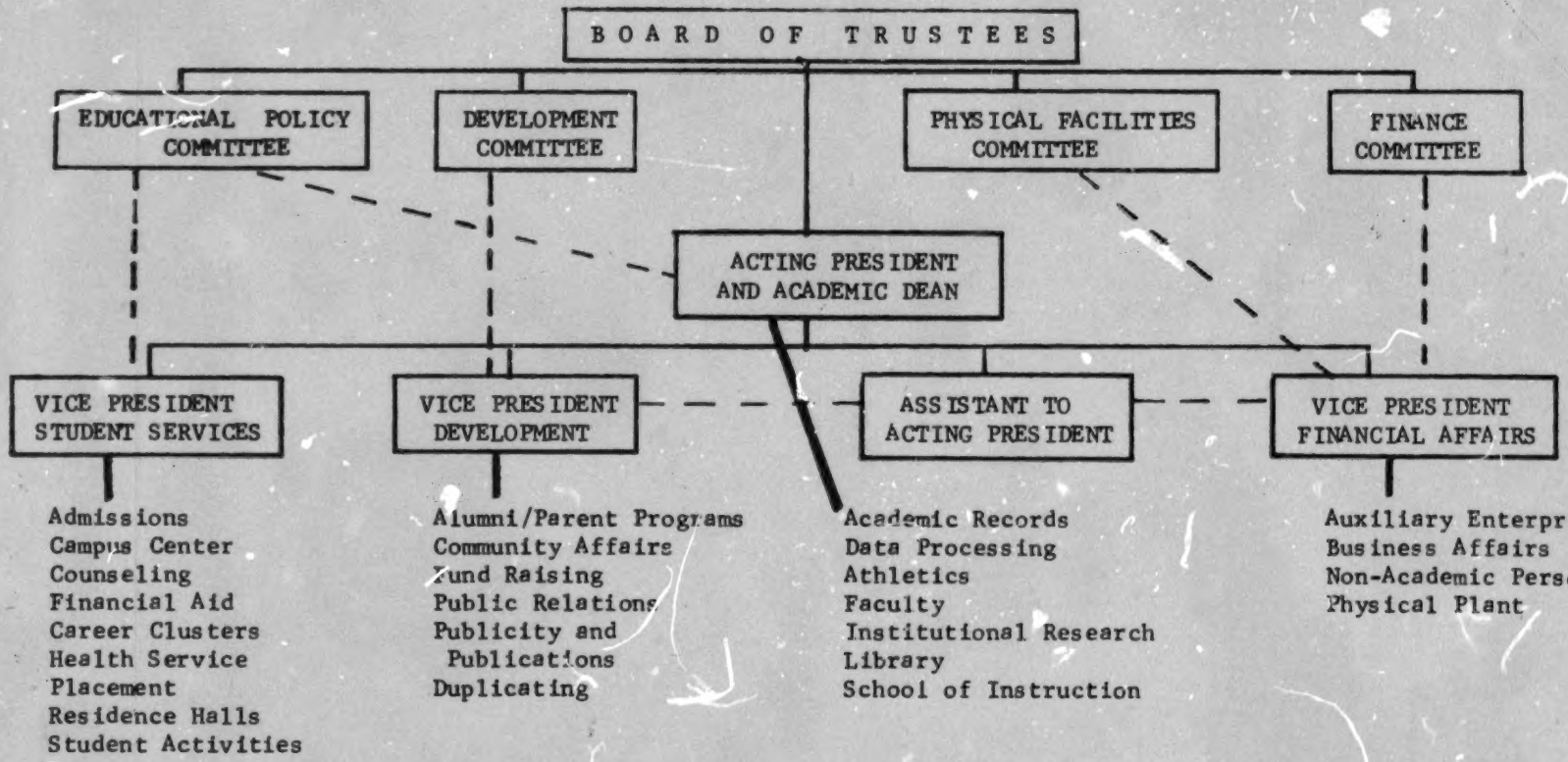
A. Student Attendance. 53
B. Regulations Governing Field Trips and Team Excursions. 53
C. Examinations. 53
D. Grades. 54
E. Turn-In Reports 57
F. Dishonesty. 58
G. Senior Seminar. 59
H. Individualized Study. 59

IV. MISCELLANEOUS POLICIES

A. Textbooks 61
B. Audio-Visual Service 61
C. Faculty Organizations 61
D. Use of College Facilities 62
E. Secretarial Assistance. 62
F. Calendar. 62

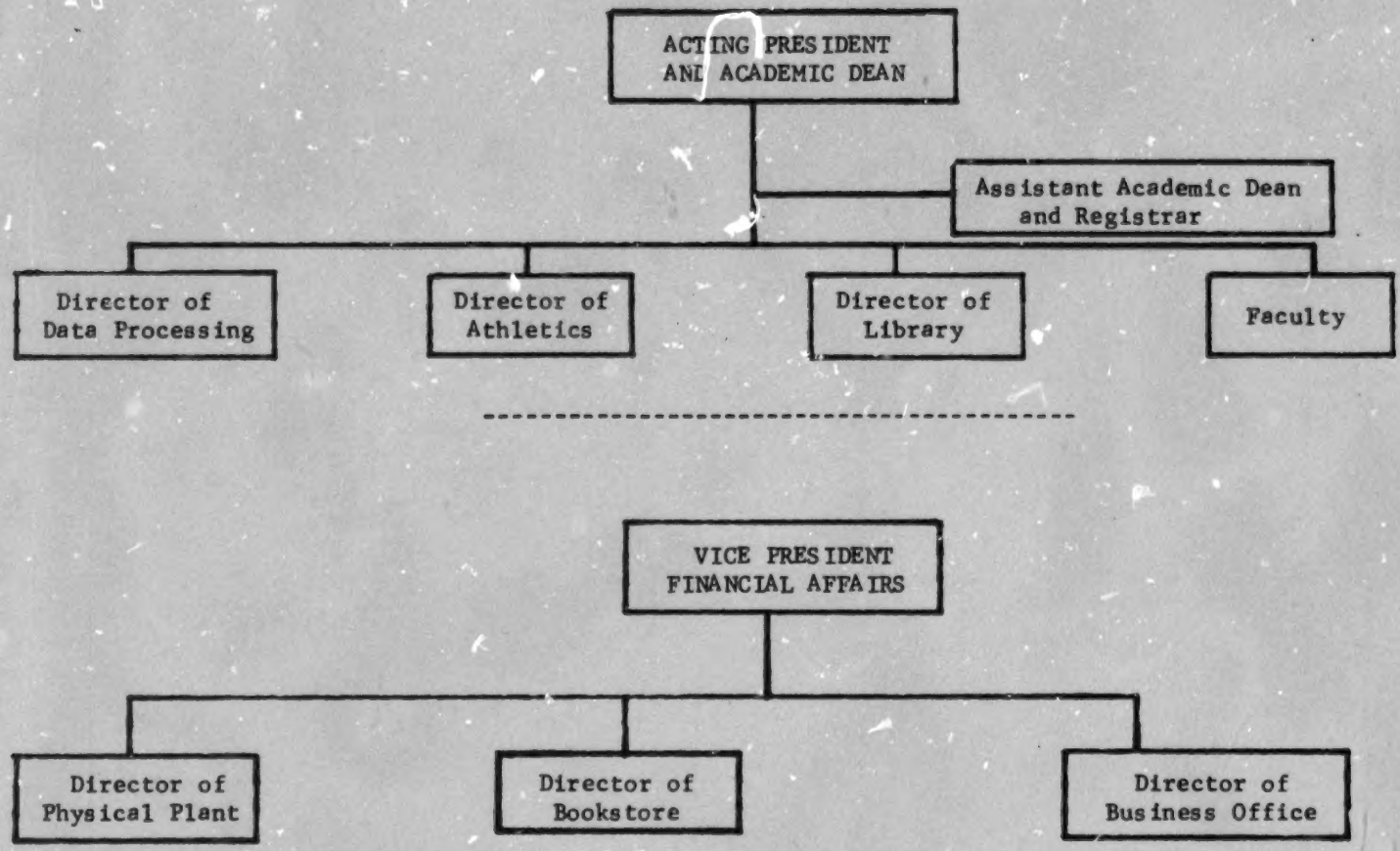
ORGANIZATIONAL CHART

FRANKLIN COLLEGE
1975-76



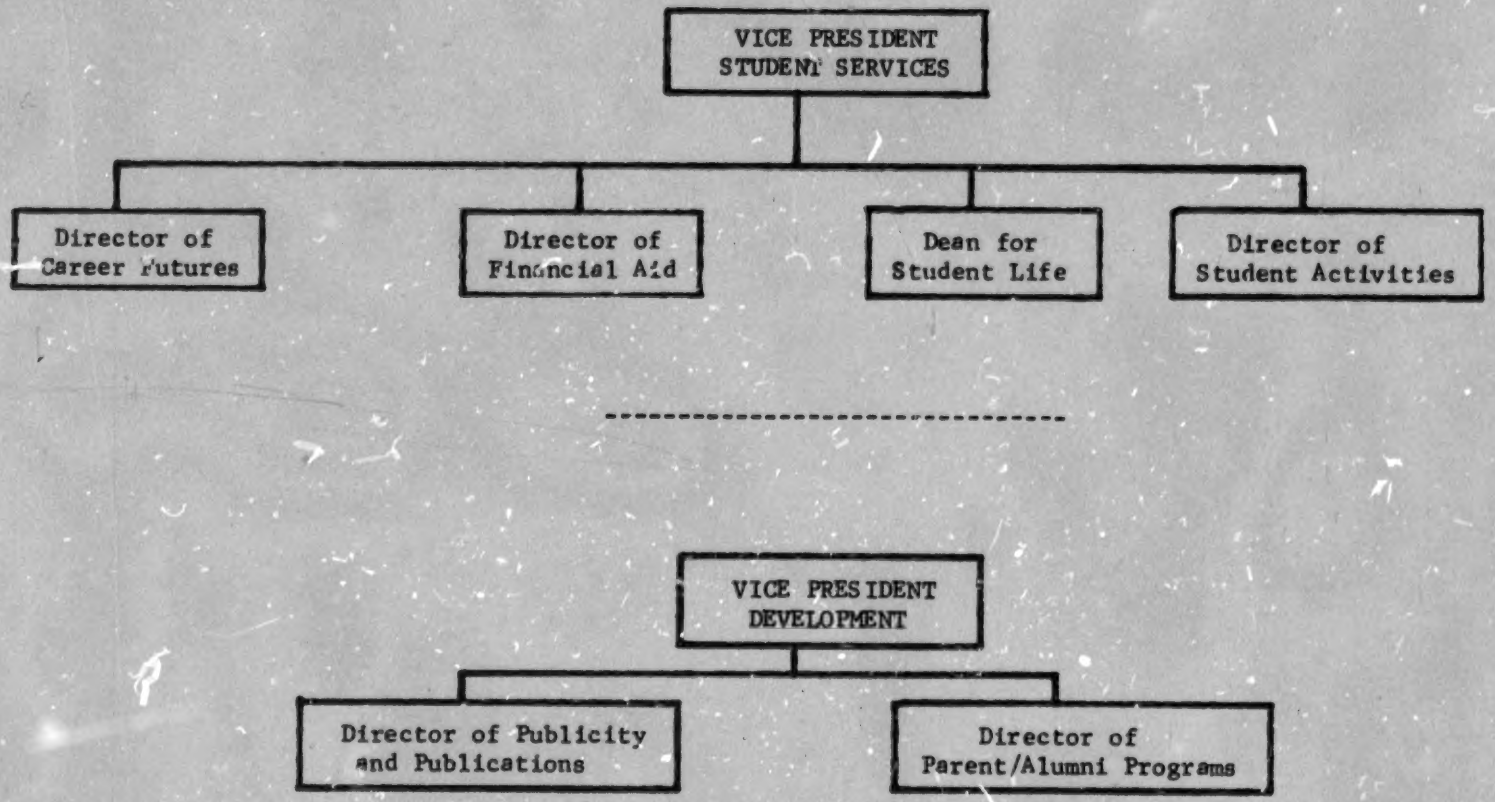
Academic Affairs
Financial Affairs

ORGANIZATIONAL CHART
FRANKLIN COLLEGE
1975-76



ORGANIZATIONAL CHART
Franklin College
1975-76

Student Services
Development



The following four documents represent at a very general level the purpose and character of Franklin College. They include a Statement of Purpose, an Explication of the Statement of Purpose (with Preface), a list of Environmental Assumptions, and a list of Policy Assumptions. Environmental Assumptions specify the broad considerations, concerning the College, which are largely not within our power to alter, at least within the next five years. Policy Assumptions represent those continuing aspects of the College which are relatively within our control. Obviously, many generalizations concerning the College fall, to some extent, into both categories at once.

STATEMENT OF PURPOSE

Franklin College, founded by pioneer Baptists in 1834, is a four year liberal arts college which has traditionally chosen to emphasize the following concerns:

A PERSONAL COLLEGE

Franklin College is a personal college. Of paramount importance to the College is the development of a healthy personality on the part of each individual student including a personal value system which will enable him to deal effectively with the complexities of modern life. Franklin College is dedicated to excellence in teaching--its faculty is a teaching (not research) faculty.

BAPTIST AFFILIATION AMERICAN BAPTIST CHURCHES U.S.A.

Franklin College maintains a strong voluntary affiliation with the American Baptist Churches, U.S.A. and the Indiana Baptist Convention with their traditional Christian concepts and values of conduct and character.

RELIGIOUS AND INTELLECTUAL FREEDOM

Franklin College is a community of learning in which students are encouraged to strive for academic excellence in a climate of religious and intellectual liberty. Franklin is not subject to any ecclesiastical control.

CAREER FOCUS

Franklin College has a concern for helping the individual student find a means of choosing a life's work which is both rewarding and challenging.

Thus, Franklin College has a rich academic, religious, and cultural heritage. It will continue to be alert to the challenges of a world of everbroadening knowledge and changing lifestyles, while retaining its historical strengths.

PREFACE TO THE EXPLICATION OF THE STATEMENT OF PURPOSE

from the ad hoc committee on Franklin College goals and objectives (Nov. 1974-Jan. 1975)

The Statement of Purpose which follows is largely based upon previous documents. We began with the Statement of Purpose printed in the 1974-75 edition of The Key. The first, second, third, and fourth points there were the starting points of our second, fourth, third, and fifth sections, respectively. We added a section, our first, which made the goal of a strong academic program more explicit and clarified what "strong" meant. Here too we were guided by previous statements: the General Education Goals so listed by the Curriculum Study Committee report of 1973 and the Inventory of International Studies Dimensions, 1974. The parts of the Statement least dependent on previous documents are I.B.1, I.C., I.D. and all the subsections of sections II-V.

Obviously as "goals" these statements are to be taken as normative rather than descriptive, as statements of what should be rather than what is. That point should be strongly emphasized if this statement is ever used outside of the Long Range Planning Committee.

We recognize that this statement contains within it significant tensions. The Long Range Planning Committee, should it accept it, is committing itself to performing a continual balancing act--balancing emphasis placed on career focus against that placed on its general education goals, balancing emphasis placed on its support of pluralism against that placed on its support to its Christian community. We felt that if these tensions are openly acknowledged they can be dealt with creatively and constructively although the task may often be difficult.

Sections III and IV were those which involved our committee in the longest and most heated debate. It was obvious that whatever was said about religious freedom and pluralism would affect whatever we said about the college's connection with the Baptist Church, and vice versa. Significant groups of the total college constituency want either more or less of a Baptist presence on the campus. We feel that the concept of a college nurtured Christian community within a larger college supported pluralism, the basic concept that shapes our Sections III and IV, represents a viable compromise and a desirable goal--given the college's tradition, present realities within the college, and its need for an identifiable role that it might take in relation to "secular" and "religious" colleges in this area.

We recognize too how little this Statement by itself accomplishes. We found it relatively easy to think up and write down impressive sounding statements of what the college should do. The real work will be setting up a program to achieve these goals, dealing with tensions inherent within them, allocating limited resources to achieve them, setting up a program of evaluating how well we are achieving them, and constantly revising and updating our programs so that they can be better achieved.

Submitted Feb. 12, 1975
Revised Feb. 26, 1975

Paige Panos
Richard Graham
George Launey
Doug Mickey
Nancy Yoder

Explication of the Statement of Purpose

Franklin College is a Liberal Arts College which emphasized the following goals:

I. Franklin College should be committed to a strong academic program:

A. Its program should give each student the breadth of exposure to allow him to rise above the narrow perspective of a single discipline in order that he might:

1. Learn how to learn in a variety of modes and to discover which model(s) is (are) best suited to himself.

2. Appreciate the many aspects of human endeavor: arts, sciences, and humanities.

3. Gain sufficient insight into himself to become free of unexamined prejudices, and so to develop compassion and respect for individual differences.

4. Achieve perspective on diverse cultures: their values, institutions, customs, and problems.

5. Acquire the necessary skills to shape one's environment effectively: skills in communications, cooperative problem solving, and critical and analytic thinking.

6. Accept responsibility for one's life, and so to become a self-motivated, continual learner.

7. Develop a sense of wholeness in life: a personal understanding of his relationship to the world around him.

8. Detect those issues, problems, and themes which are fundamental and common to the various disciplines.

9. Understand the process of change, its present acceleration and methods of adjusting himself to this.

B. Its program should give each student depth of exposure to at least one area of knowledge in order that he might:

1. Understand the development of his chosen academic discipline, the contributions of its chief practitioners, and the applications and limitations of its methodologies.

2. Bring the tools of that discipline to bear on the problems for which it is relevant.

C. Its program should be taught by a faculty recruited and encouraged for its concern with the integration of knowledge and development of personal values as well as excellence in its particular disciplines.

D. Its program should contain the widest possible range of strong areas of concentration in the fine arts, humanities, and social and natural sciences.

II. Franklin College should be a personal college at which the individual student should be the focal point of the college's attention.

A. Franklin College should seek to foster close contact between students, faculty, and administration.

1. Active dialogue between students and faculty should be encouraged by small classes, a low student-faculty ratio, and other means toward that end.

2. An advisement-counseling program should be sought which facilitates the individual student's:

(a) Personal and social development

(b) Academic progress

(c) Progress toward his selected career goal

3. The faculty should be a student oriented, teaching oriented faculty.

4. The administration should be a student oriented, service oriented administration.

B. Franklin College's academic program should emphasize and encourage the full development of each student's personal values and philosophy of life.

C. Franklin College should encourage full array of social activities and student run social organizations which help to develop the student's personality, leadership potential, and the ability to work creatively and cooperatively in groups.

D. Franklin College students should be encouraged to participate in determining policy concerning issues that affect them.

III. Franklin College should emphasize religious and intellectual freedom and pluralism:

A. It should recognize that liberal education and training for citizenship in a democracy can best be attained where students learn toleration and yet continue to seek their truth and to develop their personal values while living among conflicting conceptions, values, and life styles.

1. The college, in its admission and academic policies should encourage the attendance of students from a wide range of religious, racial, cultural, economic, and geographic backgrounds.

2. The college, in its recruitment of faculty and staff, should encourage a similar diversity.

B. Students, faculty, and administration shall have the freedom to explore, to exchange ideas, and to advocate solutions to human problems.

1. They should be encouraged within and outside of the regular curriculum, to develop programs exploring divergent views.

2. The college should attempt to provide facilities and materials for such programs.

IV. Franklin College should seek to foster a Christian community within its larger pluralism:

A. It should seek to admit a group of students from within the Christian tradition.

B. It should seek to recruit a group of faculty and administrators concerned with the development of an ongoing program for the nurture of Christian concepts, values, and worship.

C. It should provide facilities and materials for such a program.

D. It should have within its curriculum courses on the Christian faith and tradition.

E. It should maintain a voluntary affiliation with the American Baptist Churches, U.S.A. and the Indiana Baptist Convention.

V. Franklin College should aid each student in finding means of selecting careers which is both rewarding and challenging.

A. Franklin College should find, where possible, ways of relating its emphasis on the traditional liberal arts to the student's career interests.

B. Franklin College should insure an adequate flow of career information so that the student can make well informed career decisions. This information flow should include input from practisioners in the various career areas.

C. Franklin College should help each student in making self evaluation of his capabilities and interests and help the student relate his capabilities and interests to his career decisions.

D. Franklin College should attempt to provide each student with the opportunity to get practical experience or observation in the career of his choice.

E. Academic course work should be infused, where appropriate, with career related topics.

F. Franklin College should strive to place each student in the career of his choice and this placement support should continue beyond graduation.

FRANKLIN COLLEGE

Environmental Assumptions

1. Franklin College is a traditional liberal arts college.

2. Franklin is primarily a local/regional institution in terms of traditional student clientele and educational activities.

3. The College experiences substantial competition for students from area private and public schools.

4. There exists extreme competition for the non-traditional student from area private and public colleges. These colleges have established programs and clientele.

5. The state scholarship plan will remain in effect for the next five years.

6. Changing patterns in post-secondary education including adult education, proprietary institutions, and external degree programs may affect the College enrollment patterns.

7. Salaries, benefits, and operational costs will be influenced by national and regional trends.

8. Tution and student charges will be largely determined by salaries, benefits, and other operational costs to the institution.

9. The College does not expect major financial support from the Church or state for current operations.

10. The economy will remain inflationary for the next five years with land values increasing steadily.

11. The supply of qualified personnel for most positions in the College will be greater than the demand in the next five years.

12. It is not likely there will be any significant degree of mobility of faculty in the next five years.

13. The number of students coming of college-age will remain relatively constant for the next five years.

14. We cannot expect a significant change in the socio-economic background or intellectual calibre of our student body in the next five years.

15. Franklin College's primary source of income is from tuition fees.

Prepared by Long-Range Planning Committee
All statements refer to a five year period, whether stated or not.
January 1975

Policy Assumptions

1. Franklin is and will remain a primarily residential college.
2. No major buildings for housing will be built the next five years.
3. No buildings will be added without full funding (including maintenance).
4. The College anticipates the geographic size of the institution to remain essentially the same over the next five years.
5. Grants will not be a major source of income.
6. The College will maintain a healthy financial position for the next five years.
7. Franklin will remain a 4-year bachelor degree granting college.
8. Franklin College does not anticipate actively competing for the non-traditional student in the next 5 years.
9. Most class sizes will be no more than 30 students.
10. The size of the faculty may be increased by no more than 1/3 position in any one department without prior review by the faculty.
11. The academic structure based areas of concentration will not essentially change.
12. The tenure system will remain in effect for the next five years.
13. The College will maintain a distributive general education core.

Prepared by the Long Range Planning Committee

All statements refer to a five year period, whether stated or not.

January 1975

I.A.1. OFFICE OF THE PRESIDENT

Responsibilities of the President of the College

1. To organize, staff, and coordinate the entire program of the College.

2. To delegate major portions of the program and to receive and evaluate reports from the responsible offices.

3. To preside at meetings of the Faculty and to serve as an ex-officio member of its several committees.

4. To interpret the mission and program of the College to its several constituencies--the campus groups--faculty, students, and staff--the local community, the alumni, parents of students, the churches, and other friends.

5. To enlist the interest, work, and financial support of these groups and of individuals within them on behalf of the College.

6. To report regularly to the Board of Trustees on all important aspects of the College program, to enlist and organize their efforts in the promotion and growth of the College, and to recommend policy and participate with the Board in defining it and in making policy decisions with respect to the operation and the long-range plans of the College.

7. To uphold and keep clear for all to see, the "image" of Franklin as a Christian college of liberal arts--its fundamental aims, its academic standards, its community relations, and its service to the constituency.

8. To communicate to the Board the majority and significant minority suggestions of the faculty concerning such matters as change in size and composition of the student body, long range building and budgetary planning and priorities, selection of deans and other academic officers.

9. To communicate to the faculty, either directly or through the Steering Committee, those exceptional circumstances in which the President or Board exercise final decision or review in opposition to faculty consensus, the reason for doing so.

I.A.2. ASSISTANT TO THE PRESIDENT

The Assistant to the President will assist the President in meeting the obligations of his office with special assignments in finance and planning.

I.A.3. OFFICE OF ACADEMIC AFFAIRS

The principal responsibilities of the office are as follows:

1. Development of the curriculum, including the shaping of study in both liberal arts background and areas of specialization that will best serve the basic purposes of the College.

2. Coordinating the affairs of the faculty including the:

   a. Procurement, reappointment, and non-reappointment of members within the frame of policies mutually agreed to by the faculty, administration and Board of Trustees;
   b. Supervision of the academic affairs of the student body,
      1. The Rules Committee for individual cases;
      2. Implementation of faculty academic policies with the cooperation of the Office of Records;
   c. Advisement on the selection of beginning students through the admissions program.

3. To make available for inspection by faculty members the minutes of the Educational Policy Committee and the minutes of the Board with such deletions as are in the best interests of the College.

I.A.4. OFFICE OF ACADEMIC RECORDS

The Office of Academic Records is directly responsible to the Dean of the College and through delegation of authority from that office serves many groups including other internal administrative offices, professors, faculty advisors and committees, students and student organizations, the local community and numerous external agencies. Among the specific responsibilities are: maintenance of student permanent academic records; processing of data supporting the permanent record; preparation and supervision of registration and enrollment procedures; preparation and coordination of the institutional and student class schedules; receiving, reporting and recording grades and grade reports and allied activities; receiving and coordinating for evaluation the credentials of transfer students; certification of achievement, enrollment, and participation (student and institutional) to many federal, state, and local governmental units as well as to private groups such as employers and research agencies.

I.A.5. OFFICE OF ADMISSIONS

The Admissions Office is concerned with selection of students who can profit from the Franklin College curricular program. The Director of Admissions reports directly to the Vice President for Student Services.

OFFICE OF ADMISSIONS (continued)

The Admissions program is directed by the Director of Admissions with assistance from a faculty advisory committee. The Financial Aid program is the responsibility of the Director of Financial Aid with assistance from a faculty advisory committee. The Director of Financial Aid reports to the Vice President for Student Services.

I.A.6. OFFICE OF STUDENT SERVICES

The Vice President for Student Services is concerned with all phases of student life and has specific responsibilities as follows:

Supervises student activities
Serves as advisor to the Student Congress and other student organizations
Coordinates the counseling and advisement programs
Supervises personnel services in residence halls
Serves on the President's administrative committee
Assists in coordinating the orientation of new students
Assists in conducting, jointly with the Dean of the College and Vice President for Student Services, orientation sessions with faculty advisors
Supervises health services
Supervises placement services
Plans for expanded student services as enrollment demands and finances permit
Assists in academic advising

Activities Calendar - The function of the Activities Calendar is to schedule all activities for the college year so as to avoid conflicts and to reserve specific dates for approved activities. The Dean for Student Life requests each club, social organization, department, or individual to submit dates for the events it sponsors. The Assistant Dean for Student Life then works out the calendar. Copies are sent to each organization and one copy is filed in the Office of Dean for Student Life where it may be consulted during office hours each day. Any project involving students should be placed on the calendar well in advance of the date.

Faculty sponsored extended trips should be cleared through the Office of Dean for Student Life as early as possible to permit arrangements for transportation, housing and chaperonage to be satisfactorily concluded.

I.A.6. OFFICE OF STUDENT SERVICES (continued)

1. Career Clusters: Seven career clusters have been organized to inject a career perspective into the liberal arts experience at Franklin College. These groups function as committees of faculty members and carry out the following responsibilities: make recommendations about internship opportunities, schedule occupationally oriented career programs, provide faculty development opportunities, consult with off-campus experts, and motivate students to start making plans for their future. Each cluster has flexible membership policies and attempts to involve faculty members interested in a particular occupational area regardless of their academic specialization. If the clusters become a more integral part of the college, it is hoped that they can integrate academic, advising, and extracurricular experiences into the career selection process of students. Administrative coordination of the clusters comes from the Director of Career Futures, who serves as part of the Student Services staff. Clusters currently exist in the following occupational areas: business, education, journalism, medical professions, public and social services, religion, and science and technology.

2. Career Futures (Placement): The Career Futures office, which is a part of the Office of Student Services is responsible for serving Franklin College students in the following areas:

   placement - Assisting seniors as they seek employment or graduate school opportunities. Both written resources and individual counseling are provided by the Director of Career Futures. Placement credentials, useful primarily for individuals in education but available for all graduates, are maintained and distributed by the office. Seniors are encouraged to make contact with the office very early in the senior year as they begin making post-graduate plans.[1]

   individual counseling & testing - The small size of Franklin College makes it possible to provide career guidance on an individual basis to all students who seek it. Faculty members, serving as academic advisers, are encouraged to consult with the Director of Career Futures if they need assistance in the academic advising process. Arrangements to take interest and personality inventories can be made through the office. An additional resource provided is a one-credit hour course, "Career Planning", which is taught by the Director of Career Futures during both fall and spring semesters.

[1] Faculty members are reminded that the "Family Educational Rights and Privacy Act of 1974" makes it possible for students to examine confidential placement recommendations submitted after January 1, 1975, unless a waiver has been signed previously. At Franklin College a waiver statement is included on each placement recommendation form.

I.A.6. OFFICE OF STUDENT SERVICES (continued)

Career Futures (continued)

career library - There is a career resources library in the Student Services reception area which includes the following types of material: occupational projections, career guide files and books, information about specific job opportunities, and graduate school catalogues and guidebooks.

3. Financial Aid - The Franklin College financial aid program has been established to serve a two-fold purpose. The first and primary purpose of this program is to provide monetary assistance to students who desire to continue their education, but who would not be able to do so without financial help. The second purpose is to recognize, through financial awards, those students who have excelled scholastically and athletically. Each financial aid award is determined by student needs as well as student talents and capabilities, and is the result of a sincere attempt on the part of the aid administrator to show concern and respect for the individual financial aid applicant.

Determination of Financial Aid - Each student and his or her family is expected to exercise both effort and sacrifice in securing the funds necessary to finance the cost of higher education. These funds may be secured through student income and assets as well as parental income and assets. The purpose of Franklin College funds, therefore, is to provide the difference between the total family resources available for higher education expenses, and the stated costs of the institution. The method used by Franklin College to objectively determine the family's "ability to pay" is the College Scholarship Service Needs Analysis System, which uses the Parents' Confidential Statement and the Student Financial Statement for data collection purposes. By objectively determining the amount that the family can afford to contribute, the aid administrator will be in a better position to objectively determine the amount of the aid award.

I.A.6. OFFICE OF STUDENT SERVICES (continued)

4. Student Life Office - The Student Life Office is concerned with the total development of the individual student but directs its primary emphasis towards their out-of-class life and activities. Its philosophy is based upon the concept that the socialization, the facing and working out of personal problems, the challenges and benefits of group living, and the participation in a variety of activities are a complement to the intellectual growth that takes place in the classroom. The services and opportunities to implement this philosophy are the components of the Student Life Office, including residence halls, personal counseling, health services, fraternities and sororities, and the disciplinary system, and student activities and organizations.

The residence hall program is an integral component of this office. The residence halls are intended to be more than a place to sleep. A well trained professional and paraprofessional staff are hired to work with and be available to the residents, to facilitate the learning and growth that can result from group living, and to assist in planning a variety of educational and social programs. Alternative options for group living are provided, including the opportunity to live in fraternity housing.

The key to a successful student life program, though, is active input of students. Participation in a variety of student governing and planning groups, becoming a part of a student paraprofessional staff, and being active within living unit groups are a few of the options. The Student Life Committee has also been influential in assessing student attitudes and desires and making the appropriate recommendations.

Though the Student Life Office is primarily concerned with a student's out-of-class life, it is eager to work with all faculty and staff to facilitate the total development of all students. Feel free to call upon us, as we will feel free to contact you whenever we can be of mutual assistance to students.

I.A.7. DEVELOPMENT OFFICE

This office has as its major functions and responsibilities fund raising and gifting programs, alumni affairs, publicity and publications and over-all public relations. The ramifications of these functions are directed to the various constituents of the College: alumni, community, church, foundations, business and industry, and friends. It is only fair to state that an increasing percentage of time is being spent on the fund raising and gifting function, since funds are an essential item to the academic and physical growth of any academic community.

The various administrators in the Development Office are as follows:

1. Vice President for Development: The duties of this office are to correlate and supervise all activities pertaining to the functions of the Development Office; to assist the President in planning and expediting future physical development of the campus; to work with the President and the Board of Trustees in the cultivation of large donors, to seek ways and means of undergirding the entire financial structure of the College; and to interpret the program, plans and purpose of the College to all of its publics.

2. Director of Alumni Affairs: This office seeks to interpret the College and its program and future plans to the alumni of Franklin College. A second, and extremely important responsibility of this office, is to plan and conduct the annual alumni fund campaign. The Director of this office administers a program of personal contact, letter communication, Alumni Council meetings, alumni club functions, and mail and telephone solicitation. The office also maintains all alumni records.

3. Director of Publications and Publicity: This office is responsible for all publications of the College and coordinates all publicity releases. The office retains the assistance of some students in handling the myriad of details involved in this function. The catalog, The Reporter, and the Alma Mater serve as the basic publications to communicate with the various constituents of Franklin College.

I.A.8. BUSINESS OFFICE

The Business Office administers the financial affairs of the College. The Vice President for Finance is responsible to the President and the Director of Accounting/Business Office Manager reports to the Vice President for Finance.

Duties and responsibilities of the Business Office include:

Accounting	Collection of income
Disbursement of funds	Purchasing
Mailing Center	Personnel office (non-academic)
Budget control	

Duties and responsibilities--

Supervision and maintenance of College buildings, equipment, campus, and other College property
Business management of dormitories, food service, bookstore, student center and other auxiliary enterprises
Financial counseling for student organizations.

Refer to manual, "Business Office Information and Procedures" for specific information.

I.A.9. LIBRARY

Resources: The Library is the agency of the College authorized to acquire, preserve, and service the books, pamphlets, periodicals, maps, microfilm, phonorecordings, film strips, phonotapes, art reproductions, and slides needed to support the academic program of the College.

Material Selection: Each faculty member is responsible for selecting the library material in his areas of competence. Two categories of selections are contemplated--materials needed for specific and immediate support of the academic program and those additional items needed to build a complete and significant collection in all subject areas of interest to the program.

Library Materials Ordering: Each faculty member sends his library material purchase requests directly to the Librarian. Forms are provided, and recommended, but need not necessarily be used. A list giving essential bibliographical data may be sent in. Publishers' and dealers' catalogs clearly marked, may be used. These will not be returned unless the faculty member requests the Library to do so. The titles needed for specific and immediate support of a course need to have the course or individual for whom the title is needed indicated on the request. All titles not so marked are considered general recommendations to build a collection of significant material in a subject area of interest to the College and are ordered as soon as funds are available.

LIBRARY (continued)

The book fund is divided into twelve parts and no more than one-twelfth is spent the first month of the fiscal year, two-twelfths by the end of the second month, etc., through the year. After the urgently needed material and other primary obligations are paid for, the remaining portion of each monthly budget share is used to order books from these general recommendations.

All titles not purchased at the end of the fiscal year are retained and purchased as new funds are available. The Library includes in its recommended budget each year requests for enough money to purchase any expected to carry over.

Periodicals: The Library maintains records of the use of each periodical. From time to time the Library will recommend to the faculty the discontinuance of a periodical when the lack of use or lack of pertinence to our program seems to warrant this.

Loans to Faculty: With the exception of certain reference books and extremely rare books, the faculty may borrow any material from the Library for any indefinite time subject to recall to satisfy the needs of other patrons. Once each year an inventory of faculty loans is made at which time each faculty member is asked to indicate the correctness of the Library records of the materials he has borrowed.

Interlibrary Loan: The Library adheres to the Interlibrary Loan Code of the American Library Association and can borrow for a member of the faculty any material that any other library is willing to loan. The Library will also borrow material for students from other libraries in the state of Indiana.

Reserve and Three-day Books: At the request of a faculty member, books may be transferred from the open stacks to a closed collection serviced from the library desk. There are two categories of books. Reserve books are restricted to use in the Library and overnight home use while the Library is closed. Three-day books are loaned for use outside the Library for a three-day period.

Reference Service: In addition to ordinary on-the-spot reference assistance, the Library maintains a service called "Guidance for Term Papers". This service is provided to give more systematic assistance to students preparing term or similarly extensive papers and to help coordinate the teacher-librarian guidance. Students may make use of this service either by direct request at the Library or by referral of the teacher assigning the paper. A record is made for each paper giving name of student, teacher, course, subject, purpose and title of paper. A record is kept of the sources

LIBRARY (continued)

recommended to the student by the librarian. Definite appointments are made with the student to review with a librarian his progress in locating suitable material. Conferences with the teacher, either with or without the student, are arranged as seem advisable.

Faculty members are encouraged to report to the Library the names and topics of their students who are working on research papers.

Audio-Visual Services: The Library provides audio-visual equipment for use throughout the campus. There is also provided projectionist service and assistance in making audio-visual material. Requests for audio-visual equipment need to be made at least twenty-four hours, excluding Saturday and Sunday, in advance of the time the equipment is needed. The Library provides forms to make these reservations. Reservations can also be made in the Library Office.

Special Class Facilities: The Library administers the assignment of the Library Lecture Hall (Room 102) and the Library Conference Room (Room 104). The Library Lecture Hall has a capacity of 103 and is equipped to show motion pictures, slides and filmstrips and may be used by a faculty member for any non-regular class use. The Hall should be reserved with the Library secretary.

The Library Conference Room has a capacity of 28 and may be used and reserved for use in the same manner as the Lecture Hall. Entrance to these two rooms is through the south vestibule of the Library.

Special Study Facilities: There are four small studies which may be assigned to honor students or faculty members who are making extensive use of library materials. The Library assigns the studies to students upon the recommendation of the Curriculum Committee.

Locable lockers are available to students and faculty who are making extensive use of library materials. These are assigned through the Library office.

I.A.10. OFFICE OF THE DIRECTOR OF DATA PROCESSING

The Director of Data Processing is responsible to the Dean of the College. The Data Processing Director supervises computer usage and data processing for the College in general and is responsible for making data processing facilities and ideas available to the parts of the College curriculum that have a need for them.

I.B. FACULTY ORGANIZATION

PREFACE - THE COLLEGE FACULTY AND ACADEMIC POLICY*

*(Faculty minutes-April 20, 1966)

In the interest of reaching a broad area of mutual understanding and agreement, so as to further that healthy academic climate which a flourishing college requires, the special committee of AAUP (Franklin College Chapter) presents for discussion the following points concerning the role of the faculty in the making and altering of academic policy, with a view to ultimate presentation to the faculty and incorporation in the Faculty Handbook.

1. The College is primarily an educational institution, with its primary function educational; this function is carried out, carried on, and regulated in accordance with academic policy.

2. In a fundamental sense, the College is a body of persons, called the faculty, whose functions include the decisions which become college academic policy.

3. The college faculty consists of:
   a) The President of the College
   b) The Dean of the College
   c) The full-time teaching personnel of the College
   d) Such other persons as the above persons of a), b), and c), acting as a group may designate

4. The following broad areas of academic policy are identified.
   a) The faculty as a whole has authority for:
      1. Educational and academic goals of the College.
         This is a large part of the substance behind the college "image," which it is our common responsibility to maintain.
      2. Academic requirements.
         This covers all questions involving admission of students, continuation of students, graduation of students, comprehenisve examinations, etc.
      3. Curriculum.
         This includes course offerings, course changes, new majors and departments, summer sessions, institutes, etc.
      4. Student eligibility and status in activities which have relevance to academic performance.
      5. College calendar
      6. Convocations

5. Decisions of academic policy are to be decisions of the faculty as a whole (see item 3. above), not of any individual or committee within it. All decisions are of course subject to the final authority of the Board of Trustees.

6. It is expected that normally decisions affecting academic policy shall be proposed sufficiently far in advance so that all of their forseeable advantages and disadvantages receive an adequate hearing by the full faculty before a vote needs to be taken, and in time for the students and public to be informed.

I.B. FACULTY ORGANIZATION (continued)

7. It is recognized that not all matters can be forseen soon enough to bring them to a general faculty discussion and vote. In most cases of urgency, it should be possible to make tentative administrative adjustments, until a meeting of faculty can be called for discussion and action. In the event that the nature of the case is such that a decision must be operative for a period of time, the President, acting with a majority of the Rules Committee and Steering Committee, has authority to make interim policy, effective not longer than one semester and announced as of temporary duration. Such interim policy decisions should be brought before the faculty at the earliest possible time, for discussion and review of its content and its effective duration. When a considered decision is reached, by the faculty as a whole (see item 5. above), such decision is final.

I.B.1. Membership: Faculty members at Franklin College are those persons who are either specifically designated as such by charger of the school or those who possess academic rank, that is, from instructor through full professor.

The following members of the Franklin College academic community shall have the right to vote at faculty meetings in person (proxy votes are not recognized).

1. The President of the College, the Dean of the College, the Registrar, and the Head Librarian.

2. All faculty members appointed on a full-time basis whose teaching commitment is at least half the regular load (i.e., at least six hours).

3. Full-time professional Library staff appointed to academic rank.

Voting lists will be published at the beginning of each semester by the Steering Committee. Non-voting faculty and administrative officers shall have the right to attend faculty meetings and participate in discussions.

All faculty on official leave of absence are accorded full regular voting privileges during their leave. This does not give privilege of absentee ballot to anyone.

I.B.2. Meetings: As the need arises, the faculty will meet formally at some convenient place and time with the President of the College presiding--normally 11 a.m., the first Wednesday of each month.

Meetings are to be called a full week in advance, except in cases of extreme emergency. The purpose of the meetings will be the disseminating of information and the initiating and conducting of business pertaining to student academic life, faculty personnel policies, and the aims and functions of the College. The agenda will normally be announced in advance of the meetings. In order to save time during the meetings, announcements, reports, and minutes of a non-confidential nature should be distributed to the faculty in advance of the meeting. The minutes of each faculty meeting shall be read and submitted for approval at the next meeting.

After May 1, the faculty cannot change the curriculum for the academic year beginning the following September. Curricular changes must be presented to the Rules Committee soon enough before March 15 to be presented to the faculty by March 15 before September of the year in which they are to go into effect.

All votes on curricular matters, including changing curricula, adding or dropping courses, are to be conducted by secret ballot.

A quorum for faculty meetings shall be constituted by no less than 51% of those faculty eligible to vote. A simple majority of those faculty who are both eligible to vote and present shall be sufficient to pass any motion except a motion to suspend rules.

Matters brought to the faculty that shall change any college policy or commitment previously published in an official publication of the College shall not be brought to vote during the meeting in which they receive first reading except in an emergency.

An emergency will exist only when the Steering Committee determines that a proposal requires immediate action. If a proposal is designated "emergency" by the Steering Committee and if three-fourths of the faculty who are both eligible to vote and present support a motion to suspend rules, the emergency proposal could be voted on by the faculty during the first meeting in which it is presented. (Note: It is necessary to both (1) have the proposal designated "emergency" by the Steering Committee and (2) have 3/4 of the faculty who are both eligible to vote and present support a motion to suspend rules in order to vote on a proposal during the meeting in which it is first presented.)

I.B.2. Meetings (continued)

Students are permitted to request a hearing at faculty meetings by observing the following procedure.

(a) File a request for such a hearing with the Steering Committee, stating their business.

(b) When scheduled, the students will be the first order of business on the faculty agenda. The student(s) would then leave.

I.B.3. Committees: The committees of the faculty are as follows. In addition to the regular duties indicated here, additional matters may be referred to them from time to time. Unless indicated otherwise, the members of the committees are appointed by the President upon recommendation of the Steering Committee and approved by the faculty at the first meeting of the academic year. The committees must meet at least once a year. On those faculty committees which customarily have student representation, the number of students should be at least two, these students should be selected through the Student Congress, and the decision on voting privileges should be left to the committee chairman. Those committees that do not have student representatives should hold at least one open session a semester to hear student suggestions. A faculty member may, with his permission, hold two committee appointments.

I.B.3.a. STEERING COMMITTEE: (formerly Faculty Advisory Committee) (3 faculty members, elected one a year for three year terms)-- Advisory to president; determine composition, chairmanship (where necessary) and specific responsibilities of members of faculty committees; consults faculty members concerning preference for committee responsibilities; sets agenda for and publishes minutes of faculty meetings; final review for all proposals submitted to faculty; serves as faculty members on Honorary Degrees Committee; meets with and represents the Faculty to the standing committees of the Board of Trustees. (Academic Dean meets with committee.)

I.B.3.b. PROMOTION & TENURE COMMITTEE: (3 faculty members elected each year for one year terms) (Academic Dean meets with the Committee)

i) The responsibility to make recommendations to the Board of Trustees in all matters involving promotion and tenure.
ii) The initiation of action concerning promotion and tenure in consultation with the administration. The Committee should receive a formal response from the President concerning each of the committee's recommendations.
iii) The responsibility for periodic review of the promotion and tenure policies of the institution.

I.B.3.c. RULES COMMITTEE: (3 faculty appointed by Steering Committee)-- Handle student petitions, serve on Student-Faculty Court, interpretation of rules for Winter Term. One member screens student petitions, one screens WT programs, one serves as liaison with Court. Serves as faculty grievance committee. (Asst. Dean meets with Committee.)

I.B.3.d. ADMISSIONS & FINANCIAL AID COMMITTEE (3 faculty, 2 administrators appointed by Steering Committee)

i) Recommends admission policy matters to faculty for consideration.
ii) Maintains continuous study of statistics involved with potential and performance in student achievement.
iii) The Committee must act on each applicant, and the following procedure is normally followed:
   1. Admissions Director presents applicants,
   2. Committee members review folders,
   3. If one dissenting vote is cast, the cast is reviewed at a committee meeting and majority vote prevails.
iv) Recommend policies for awarding scholarships, grants, and loans.
v) Work with financial aid officer in determining specific scholarship awards, grants, and loans.

(Director of Admissions and Director of Financial Aid meet with the Committee.)

I.B.3.e. STUDENT LIFE COMMITTEE: (3 faculty appointed by Steering Committee) This Committee is concerned with all aspects of student life. One member will be responsible for coordinating religious life programs. One member will be responsible for coordinating Convocations. One member will be responsible as faculty athletic representative for overseeing the athletic programs of the College. (Dean for Student Life meets with Committee.)

I.B.3.f. CURRICULUM COMMITTEE: (3 faculty appointed by Steering Committee) The Committee is responsible for general education, including the Winter Term; Library; Honors programs including Honors Day. One faculty member assumes responsibility for each area. (Asst. Dean meets with Committee.)

I.B.3.g. LONG RANGE PLANNING COMMITTEE: (2 faculty appointed by Steering Committee for 2 year staggered terms)
The Committee is responsible for developing long range plans for the College. (Academic Dean and 4 other administrators meet with Committee.)

I.B.3.h. ANALYTIC STUDIES COMMITTEE (3 faculty appointed to 6-person committee by Steering Committee)
The Committee analyzes and evaluates program developed by LRP Committee. Works with LRP Committee to develop long range plans. Serves as grants committee. (Asst. Dean and 2 other administrators meet with Committee.)

I.B.3.i. BOARD OF CONTROL OF TEACHER EDUCATION
General responsibility and authority:

The Board of Control is responsible for the design, approval, and continuous evaluation and development of the teacher education program. The Board shall make policy for all facets of the program, and shall establish guidelines for its administration through five directorships, and for program supervision associated therewith. The Board shall establish a schedule for regular, continuing contacts between the Directors of Elementary, Secondary, and Special Education and the total Board for the purpose of maintaining a full, free, and productive exchange of ideas, needs, and concerns. The Board shall make regular reports to the faculty and any of its committees whose work is significantly related to the teacher education program. The Board is responsible to the Academic Dean and shall maintain continuous contact through the chairman of the Board of Control, an appointment of the Academic Dean.

The Board of Control and the Directors of the program divisions will be appointed by the Faculty Steering Committee except for the Chariman of the Board who shall be the appointee of the Academic Dean. The Board of Control shall enjoy the privilege of recommending staff assignments for the positions of Director of Elementary Education, Secondary Education, and Special Education.

In special circumstances, the Steering Committee may establish an ad-hoc committee to deal with particular problems or prospects. Ad-hoc committee members would ordinarily have no other committee assignment.

I.B.4. RESPONSIBILITIES OF DIVISION CHAIRMEN

a. Program Responsibilities: The Divisional Chairmen have coordinating and general leadership responsibilities for curriculum and interdisciplinary activities in the various divisions. The College looks to the Divisional Chairman for suggesting new interdisciplinary courses, seminars, and majors. From time to time the Divisional Chairman will convene all the faculty in the division to discuss desirable improvements in the curricular program of that division.

b. Personnel Responsibilities: The Divisional Chairman will assume responsibilities for all faculty personnel in departments which have two or fewer members. These responsibilities include working with the Dean in recruiting faculty, evaluating faculty members for pay raises and promotions, working with new faculty members, etc. The Divisional Chairman will not discharge these responsibilities in those departments with three or more members. Whenever possible, the Divisional Chairman will have an opportunity to meet all new faculty members in his division who are visiting campus for consideration as new appointees to the faculty. The recommendation of the Divisional Chairman will be considered by the Dean and department head in all new appointments, and in matters involving reappointment, tenure and promotion.

I.B.5. RESPONSIBILITIES OF DEPARTMENT CHAIRMEN

a. For departments with three or more members: The department chairman will have personnel responsibility as well as procedural and policy responsibility for the operation of the department. He will work actively and closely with the Dean of the College in recruiting faculty members and recommending faculty for reappointment, promotion, and tenure. He will assume responsibility for the departmental budget, curriculum planning, and for supervising the student advising program in the department. The department chairman will be responsible to the Divisional Chairman for the broad curriculum discussions mentioned above, and for conferring on new appointments, as noted above. Department chairmen are appointed by the Academic Dean.

b. For departments with fewer than three members: Departmental chairmen are appointed in departments having 2 or fewer members. The department chairman is responsible to the divisional chairman for procedural matters concerned with running the department. These matters include setting up the course schedule for the department, assisting Divisional Chairman and the Dean in recruiting faculty, proposing budget and equipment needs of the department, ordering supplies and other materials approved for the budget, supervising the student advising program, making recommendations to the Divisional Chairman on curricular plans and sequences in the department and making recommendations to the Dean in matters involving reappointment, promotion and tenure.

I.B.6. RESPONSIBILITIES OF DIRECTOR OF ATHLETICS

The Director of Athletics is responsible to the Dean of the College for overseeing the intercollegiate and intramural programs of the College. He is appointed by the Dean of the College and will serve as a member of the Athletic Committee. The Director is guided by policy recommendations from the Athletic Committee and by advisory suggestions coming from that Committee. The Director of Athletics and the coaching staff submit to the Athletic Committee for study and recommendations proposed policies and procedures for improving the athletic program.

I.B.7. RESPONSIBILITIES OF DIRECTOR OF INTERNATIONAL STUDIES

The Director of International Studies is responsible for the general administration of all phases of International Studies on the Franklin College campus. He is appointed by the Dean of the College.

I.B.8 FRANKLIN COLLEGE STUDENT-FACULTY COURT

I. Jurisdiction

A. The Student-Faculty Court shall have original jurisdiction in all cases involving major infractions of College policy by College students. Included in this category are incidents relating to academic cheating and plagiarism, the misuse of fire safety equipment, the possession of firearms, possession or use of marcotics or illicit drugs, the commission of theft and felonies, and the endangering of the life and physical safety of the student and/or others.

B. The Court shall have appellate jurisdiction in all cases first heard before the Franklin College Judicial Board.

II. Membership

A. The Court shall consist of five members: the Assistant Dean of the College, who shall act as chairman and shall vote only in case of a tie; two faculty members appointed annually by the Steering Committee, and two students selected by application and interview.

B. Selection process for student members:

1. All interested students shall make application through the Office of Dean for Student Life.
2. All applicants shall be interviewed by a selection committee composed of the following members: one faculty member from the Steering Committee, Assistant Academic Dean, Dean for Student Life, Student Congress President, and I.F.C. President.
3. Each member of this group shall have one vote.
4. The selection committee shall appoint two students and select an alternate by majority vote.
5. Resident Assistants, members of the Franklin College Judicial Board, and members of the Student Congress Executive Board shall not be eligible for this Court.

C. A student may serve more than one year, but must make application annually.

I.B.8. STUDENT-FACULTY COURT (continued)

III. Apprehension

If charges are preferred by anyone other than the Dean for Student Life, the Dean for Student Life shall be informed. In case the Dean for Student Life is unavailable, the Dean of the College shall be informed.

IV. Right of Counsel

The accused may have as defense counsel any member of the faculty, administration, or student body, with exception of staff members of the Dean for Student Life's Office, who will consent to represent him.

V. Witnesses

The accused may call witnesses to testify in his behalf.

VI. Procedure

A. The student charged must affix his signature to the report indicating that he has read the document and is aware of the charges against him. The accused shall be notified of the hearing and of the specific charges at least five days prior to its occurrence.

B. At least 24 hours prior to the hearing, the Chairman of the Court shall receive a written account of the incident submitted by the office, organization, or individual preferring charges.

C. If a student fails to appear, his case shall be heard "in absentia".

D. There shall be at least four Court members present to hear a case except during the Summer Session when those members remaining on campus shall act as the Court.

E. Hearing shall be open only to principals in the case.

VII. Testimony

A. All testimony shall be given under oath. Perjury shall be considered a separate offense.

B. On the basis of the written report, the Court shall question the accused.

C. The Court shall have the power of subpoena.

I.B.8. STUDENT-FACULTY COURT (continued)

VIII. Court Decisions

A. Following the hearing, the Court shall go into Executive Session to determine the verdict; if the accused is found guilty, the Court shall determine punishment, following guidelines in THE KEY.

B. A tape recorded transcript of the hearing will be kept for one full semester following the hearing. Unless there is further action indicating that the case is still open at that time, the transcript shall then be destroyed.

IX. Appeals

A. Appeals of Court decisions may be made to the President of the College. Appeals must be made in writing within two weeks of the hearing.

B. Should the Court recommend suspension or expulsion from the College, a review by the President is automatic.

I.B.9. LINES OF RESPONSIBILITY

The Dean of the College is responsible to the President.

The Divisional Chairmen are responsible to the Dean of the College.

Department chairmen in departments of three or more are responsible to the Dean of the College for all personnel, procedural and policy questions noted above. They are responsible to the Divisional Chairman on broad curricular questions.

The Board of Control of the Teacher Education Program is responsible to the Dean of the College

Department chairmen in departments of fewer than two are responsible to the Divisional Chairman.

Faculty members are responsible to their department chairman if they are in a department with 3 or more faculty members. In departments with fewer than three faculty members, the faculty member is responsible to the divisional chairman.

I.B.10. TERM OF OFFICE

The term of office for department and divisional chairmen is five years. The normal College policy is to rotate these assignments after the completion of a five year term. In that way, the College can utilize the leadership and talents of a wider segment of its faculty and can periodically bring new ideas and fresh perspectives into its key faculty positions.

I.B.11. PROCEDURE FOR HANDLING ISSUES, RECOMMENDATIONS AND DISPUTES

From time to time certain issues, disputes and other matters must be reviewed and acted upon by various individuals in the College administration. It is important that everyone understand the proper and considerate means for handling such matters. Out of courtesy and consideration for one's immediate superior, all questions and issues should be discussed thoroughly with him prior to discussion or appeal to the Dean of the College. This means that faculty members will first discuss questions and problems with their department chairman or division chairman (as may be appropriate in individual cases) prior to discussing the matter with the Dean. The office of the Dean of the College is always open to anyone wishing to present his views for information, review, or appeal.

Department chairmen and division chairmen will likewise consult with the Dean of the College on all matters concerning their area of responsibility prior to any discussion with the President of the College.

It should be emphasized that every faculty member has the right--without any fear of reprisal--to have the Dean of the College and the President review all decisions affecting his welfare and he further has a right to appeal any action or decision he feels inimical to his best interests or the best interests of the College. It is only asked that everyone involved in such matters be fully consulted prior to any review or appeal.

II. PERSONNEL POLICIES AND PROCEDURES

*Franklin College espouses wholeheartedly the principle of academic freedom. It recognizes the right of its faculty to pursue the truth and to present the results of such pursuit in the classroom and in published form. It recognizes further the right of a faculty or staff member to hold and exercise his religious, philosophical and political convictions and opinions freely and responsibly as a citizen, provided that he is careful not to presume to represent the College in such activities and so long as they are not incompatible with the broad purposes of the College.

II.A. Appointment*

1. Initial appointments shall normally be for one year.

2. An appointment can be made at any rank, depending on the candidate's education. In general, initial rank will be that of Instructor or Assistant Professor. A candidate without an earned doctorate and with less than three year's experience as a full-time teacher will normally be appointed as Instructor.

3. Applicants for a position should be interviewed, whenever possible, by the President, the Dean of the College, the appropriate division chairman, and the chairmen or members of the departments concerned.

4. Decisions on appointments shall be made by the President, the Dean of the College, and the appropriate division or department chairman, subject to the approval of the Board of Trustees.

II.B. Reappointment*

1. Letters of reappointment or non-reappointment will be issued according to the following schedule:

In the first year - on or before	March 1
In the second year - on or before	February 1
In the third year and following years - on or before	December 15

*Approved by the Faculty, April 3, 1968 and by the Board of Trustees, April 27, 1968

II.B. Reappointment* (continued)

2. A letter of reappointment is to be answered within two weeks of receipt. If no response is made in this period and no extension granted by the Dean of the College, steps will be initiated to secure replacements.

3. If an appointment is not to be renewed at the end of the probationary period (maximum of five (5) years after attaining rank of Assistant Professor or above, see paragraph II.C.), notice shall be given no later than twelve (12) months in advance, specifically on or before June first in the fourth year of service.

4. Non-renewal, on the part of either the College or a member of the faculty, shall be communicated at the earliest opportunity in order that maximum time may be available to both parties to make other arrangements for the following year.

II.C. CRITERIA AND PROCEDURES RELATIVE TO EVALUATION OF FACULTY MEMBERS REGARDING PROMOTION AND TENURE

Part I of II.C. - Introduction

Unless specifically indicated otherwise, the primary responsibility of a member of the faculty at Franklin College is to be a scholarly teacher. Promotion and tenure relate primarily to ability in this endeavor.

In order to measure teaching ability with care, the attributes a person must possess and criteria to be met must be isolated. These have been listed and explained in Part II below. Since each individual's ability regarding the various criteria will vary from those of other individuals, no absolute standard for each criterion has been set. Excellent performance in some areas will compensate for weak performance in some other areas. In spite of this general rule of compensation, certain attributes have been indicated as of special importance for promotion to the various ranks and to tenure.

In Part III, the sources of information and evaluations have been indicated. It is not to be understood that all these sources must be used in all cases nor that this committee will be limited only to those listed. These are the most pertinent and accessible sources now available to this committee.

The procedures that constitute the normal functioning of this committee are described in Part IV. Some of these are prescribed by other regulations of the College and must conform to the demands of these regulations. Timing of evaluations and recommendations are of this nature.

It is expected that an evaluation program based on most of the criteria and sources handled according to the procedures indicated will result in a fair recommendation.

INDICATIONS OF EXCELLENCE IN THE CASE OF THE FRANKLIN COLLEGE FACULTY MEMBER

I. Qualities of Mind

1. He is a person of intellectual curiosity. He raises questions and seeks answers within his own discipline. He is concerned about the scope of his discipline, the presuppositions which underlie it, its relation to other disciplines and fundamental educational goals.

2. He is competent to render his field intelligible through the application of a discipline. He is able to detect structures and patterns which connect the parts of his field and to make his students aware of these structures. He has powers of conceptual analysis and criticism.

3. He is able to make new discoveries within his field or across related fields. He can develop new perspectives, or new syntheses, in his subject.

II. Facility in Presentation of Ideas

1. He is responsible to his subject as a whole. He is a responsible interpreter, avoiding excessive rambling. He helps students to see his course as a part of his field, and its parts in relation to the whole.

2. He is open to new conceptual or pedagogical approaches. He seeks constantly improvements which enrich his courses and bring them up to date. He tries out new ways of organizing his material and new types of assignments for his students.

3. He is able to make penetrating interpretations. He shows to his students the deep syntheses and the deep problems in his field.

4. He helps to enable students to teach themselves. He attempts to enlarge their responsibilities for the learning process, not only through successive courses in his department but also through a single course.

III. Relationships with Students

1. He shows concern for students as individuals. He makes himself accessible to the student who wishes or needs help. His interest in his students and their welfare is not limited to their performance in his course.

III. Relationships with Students (continued)

2. He is courageous and honest in his treatment of issues. He avoids giving evasive replies to students' questions. He is willing to be pinned down. He expects and encourages the same qualities in his students.

3. He is able to arouse the intellectual curiosity of his students. He attempts to show how progress in his field results from asking key questions. He indicates questions still awaiting solution. He suggests projects for students which engage their intellectual energies.

4. He is contagious in his involvement and devotion to his work. He interests his students in reading about what he is doing and in his own research. He introduces his students to books and issues. He tries to be original in his lectures and avoids hackneyed treatment of topics.

IV. Scholarship in Preparation and Performance

1. He carries on a program of reading. He surveys and reads textbooks and other material for future and current use in his courses. He pursues, through reading, special interests which fall within his field of specialization. He makes an attempt to keep aware and abreast of progress within his field of teaching. He seeks actively to develop his general culture, thereby filling gaps that may exist in his own liberal education.

2. He carries on some program of research. This may be of many different kinds, not all leading to publication. He may prepare surveys of available literature on a given topic. He may engage in experimental checking of results that others have already obtained. He may conduct experiments with (or upon) his class. He may apply well-known methods to investigage new problems, or new methods to investigage old problems. He may produce capsule essays for his own benefit or for the benefit of his seminar, his colleagues, or a larger group. He may be engaged in research for a major book or article or artistic production.

3. He is productive. This productivity may take various forms. He may be holding exhibits, performing in recitals, developing teams, producing plays and concerts, delivering papers before professional groups, giving informal lectures outside of his actual courses, publishing books, articles, or book reviews.

V. Participation in College Affairs

1. He contributes to the College program through service on faculty committees. This contribution may be one of effective leadership, imaginative presentation and implementation of ideas, and/or responsible performance of continuing tasks of the committees concerned.

2. He is actively concerned with the continued improvement of the curriculum. This concern may be with the curriculum of a single department or with that of a division or of the College as a whole.

3. He supports extra-curricular and co-curricular programs of the College. He is interested in the development and furtherance of a strong extra-curricular program of educational, cultural, and religious activities. This interest may take the form of providing such programs personally or of furnishing advisory leadership to student organizations or of participation in other ways.

PART II OF II.C. - CRITERIA FOR DETERMINING FACULTY PROMOTION & TENURE

Effective teaching is the quality most prized in members of the faculty at Franklin College. However, scholarly or creative activity and good teaching are viewed as closely related aspects of the work of the teacher-scholar. These aspects of work reinforce one another, and the normal expectation is that a teaching career will be enhanced and deepened by scholarly and creative work and production.

The most significant criteria of achievement are qualitative. Quantitative and measurable indices of achievement are at best guidelines and controls when used in conjunction with other qualitative assessments.

Part of the strength of a faculty is the diversity of its powers, and it is expected that each person will be better qualified in some respects than in others. Significant strength in one area may well compensate for weakness in others. As Franklin is primarily a teaching institution, scholarly or excellences when combined with indifferent teaching will not qualify one for tenure or advancement in rank. Further, as no statement of criteria is exhaustive, each evaluation should consider so far as possible all the strengths and weaknesses of the candidates, not only those highlighted in the following paragraphs.

Very few excellences are such as to be either wholly present or wholly absent; each admits of degrees of achievement. Thus the criteria specified for instance at the rank of Assistant Professor, will be expected at higher levels of achievement at the higher ranks, though not explicitly mentioned at these ranks.

PART II OF II.C. - (continued)

All members of the faculty are expected to be competent in the courses they teach, to be interested in teaching, and to teach with integrity. These qualities are explicated in "Indications of Excellence" I.1, I.2, III.1, III.2.

Instructor. An appointment at this rank presumes that the candidate has a superior record in graduate school and has good promise as a teacher and scholar.

Assistant Professor. The essential consideration in an appointment at this rank is that the candidate must be a competent interpreter of his field. This appointment also presumes that his good promise has begun to manifest itself in practice, that he is responsible to his field as a whole, that he is actively reading, and that he takes interest in some broad segment of the College's academic program. See "Indications of Excellence" II.1, IV.1, V.1.

Appointment to this rank normally presumes that the candidate has completed or nearly completed the standard formal preparation expected of scholars in his field. In most cases this is the Ph.D. degree.

Not more than five years as a full-time faculty member shall pass after one's appointment as Instructor before his promotion to Assistant Professor.

Associate Professor. A candidate for this rank is expected to have acquired substantial scholarly depth and to be able to communicate his interest in scholarship to his students. It is normally presumed that he will take interest in the goals and structures of the academic curriculum. See "Indications of Excellence" II.3, III.4, IV.3, V.2.

One normally becomes eligible for consideration of promotion to this rank after five years as Assistant Professor.

Professor. In addition to his further development of the above qualities, a candidate for this rank is expected to show creativity as a scholarly teacher, e.g., the ability to teach students the art of self-education and the ability to make new discoveries in his field. See "Indications of Excellence" I.3., II.4.

One normally becomes eligible for consideration of promotion to this rank after seven years as Associate Professor.

Faculty Tenure. It is expected that a candidate for tenure, as well as developing further the above qualities, has shown that he has an exploratory mind and has demonstrated his powers of scholarly and effective teaching. This appointment also normally presumes that a candidate has a continuing concern for a broad segment of the College's academic effort and an interest in general College affairs. See "Indications of Excellence" II.2, III.3, IV.2, V.3.

The decision to grant or withhold tenure will be made so that it takes effect after not more than five years full-time faculty service at the rank of Assistant Professor or higher, or after not more than a total of seven years of full-time faculty service at Franklin College, whichever comes first.

PART III OF II,C, - TYPES AND SOURCES OF INFORMATION

A. There will be a file on each faculty member which includes the following information which must be updated annually for non-tenure faculty members, less frequently for those on tenure. This information will be collected from the faculty member, except for transcripts of course work and degrees granted which the faculty member will have sent from each institution involved.

1. Education - Transcripts of all college work and degrees awarded.

2. A list or description of publications (with reviews indicated).

3. Membership and activity in professional organizations.

4. Description of any research in progress or scholarly study or artistic activity.

5. College committee chairmanships including description of non-routine accomplishments.

6. Reports resulting from the work of the committees either written by the individual or not identified as to personal authorship.

B. There will be evaluation data collected on the individual from the Franklin College Faculty Rating Questionnaire (see below). This instrument will be completed on each individual by six of his colleagues as follows:

1. One rater selected by the rated faculty member.

2. Two raters selected by the Academic Dean from committee members with whom the rated faculty member serves.

3. Three raters selected by the Academic Dean who have reason to know the rated faculty member well.

C. The results of the evaluation will be tabulated and comments literally transcribed and made available to the rated individual. Anonymity and confidentiality will be maintained.

D. A Promotion and Tenure Committee member
   a. should not see or assimilate the raw data collected to construct his own evaluation and
   b. should excuse himself from attending or participating in any meeting where his own promotion is under consideration.

PART III OF II.C. (continued)

E. At the request of a faculty member, written evaluations of his course will be obtained from all students in the course. This evaluation will be made on forms provided by the Dean's Office and will be carried out jointly by the class instructor and a member of the Promotion and Tenure Committee.

FRANKLIN COLLEGE FACULTY RATING QUESTIONNAIRE

Instructions: A number of statements regarding a faculty member's work and conduct are presented below. Several possible reactions are listed under each statement. Check the alternative which comes closest to your personal reactions to the statement. Please clarify or emphasize any points you can. Comments will be transcribed literally and given to the individual. Anonymity will be protected.

1. Spends much time planning and preparing for his teaching

COMMENTS-BE SPECIFIC & USE EXAMPLES

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	No Response

---

2. Comes to departmental or committee meetings well prepared

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	No Response

---

3. Seems to have a congenial relationship with students

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	No Response

---

4. Seems to enjoy teaching

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	No Response

---

5. Does original and creative work

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	No Response

COMMENTS

6. Expresses interest in the research of his colleagues.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	No Response

---

7. Keeps current with developments in his field.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	No Response

---

8. Has talked with me about his research

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	No Response

---

9. Seems well read beyond the subject he teaches

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	No Response

---

10. Can suggest reading in any area of his general field.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	No Response

COMMENTS

11. Knows about developments in fields other than his own

Strongly Agree | Agree | Not Sure | Disagree | Strongly Disagree | No Response

---

12. Is sought by colleagues for advice on academic matters.

Strongly Agree | Agree | Not Sure | Disagree | Strongly Disagree | No Response

---

13. Encourages students to talk with him on matters of concern

Strongly Agree | Agree | Not Sure | Disagree | Strongly Disagree | No Response

---

14. Is involved in campus activities that affect students.

Strongly Agree | Agree | Not Sure | Disagree | Strongly Disagree | No Response

---

15. Attends many lectures and other events on campus

Strongly Agree | Agree | Not Sure | Disagree | Strongly Disagree | No Response

COMMENTS

21. Discusses teaching in general with colleagues.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	No Response

---

22. Does seek close friendships with colleagues

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	No Response

---

23. Is someone with whom I have discussed my teaching

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	No Response

---

24. Is interested in and informed about the work of colleagues

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	No Response

---

25. Expresses interest and concern about the quality of his teaching

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	No Response

COMMENTS

16. Has a congenial relation with colleagues

Strongly Agree | Agree | Not Sure | Disagree | Strongly Disagree | No Response

---

17. Meets with students informally out of class

Strongly Agree | Agree | Not Sure | Disagree | Strongly Disagree | No Response

---

18. Is conscientious about keeping appointments with students

Strongly Agree | Agree | Not Sure | Disagree | Strongly Disagree | No Response

---

19. Recognizes and greets students out of class

Strongly Agree | Agree | Not Sure | Disagree | Strongly Disagree | No Response

---

20. Seeks advice from others about the courses he teaches

Strongly Agree | Agree | Not Sure | Disagree | Strongly Disagree | No Response

42

FRANKLIN COLLEGE 1973-74

FACULTY EVALUATION FOR _____ Date _____

Please indicate the basis of your evaluation. (You may check more than one.)

___ Student comment
___ Faculty comment
___ Joint teaching of course(s)
___ Observation of his course(s)
___ Joint committee assignments
___ Informal conversations with candidate
___ Other _____

Please comment on as many of the following areas as you can, using the back of this page if space on front is insufficient. If you choose to write a general letter without utilizing the five headings, please check this box ☐ and do so on the back of this page. This evaluation will be held in strict confidence by the Promotion & Tenure Committee.

I. Qualities of Mind: (a) a person of intellectual curiosity ; (b) competent to render his field intelligble through the application of a discipline; (c) able to make new discoveries.

II. Facility in Presentation of Ideas: (a) responsible to his subject as a whole; (b) open to new conceptual or pedagogical approaches; (c) able to make penetrating interpretations; (d) helps to enable students to teach themselves.

III. Relationships with Students: (a) shows concern for students as individuals; (b) courageous and honest in treatment of issues; (c) able to arouse intellectual curiosity of his students; (d) contagious in involvement and devotion to his work.

IV. Scholarship in Preparation and Performance: (a) carries on a program of reading; (b) carries on some program of research; (c) is productive.

V. Participation in College Affairs: (a) contributes to college program through service on faculty committees; (b) actively concerned with continued improvement of curriculum; (c) supports extra-curricular and co-curricular programs of the college.

The above topics were taken from "Indications of Excellence in the Case of the Franklin College Faculty Member." For more details see FACULTY HANDBOOK.

VAGUE STATEMENTS ARE NOT HELPFUL TO THE COMMITTEE

_____
signature

PART IV, OF II.C. - CRITERIA AND PROCEDURES RELATIVE TO EVALUATION OF MEMBERS REGARDING PROMOTION AND TENURE

I. Procedures

1. The Dean of the College will ask each faculty member to annually update his file which contains information of the type listed in section III.1 of this document.

2. The Dean of the College will request written evaluations of each faculty member of his departmental chairman and by one other senior member of the faculty. The Dean will collect and compile the opinions and data from these and other evaluations and present them to the Committee on Promotion and Tenure in November.

3. After reviewing the information submitted by the Dean, the Committee on Promotion and Tenure may request additional evaluations to aid them in reaching a decision.

4. Recommendations of the Committee on Promotion and Tenure will be made to the President once each year prior to January 15. A record of all formal recommendations made by the Committee on Promotion and Tenure will be made a part of the file of the faculty member to whom the recommendation pertains.

5. The Board of Trustees will receive the recommendations of the Committee and the President at the January Board meeting and will, hopefully, take action at that time.

6. Promotion and tenure announcements will be made to individual faculty members on which the Board has taken action during the January meeting by no later than February 15.

7. Tabulated data and summary sheet will be shared with the faculty member by the Dean.

8. Any faculty member who feels he has not been treated fairly by the Committee on Promotion and Tenure may submit a statement and corroborating evidence to the Steering Committee appealing the recommendation of the Committee on Promotion and Tenure and the Steering Committee will then present it to the Educational Policy Committee of the Board of Trustees whose final action will be taken.

PART V, OF II.C, - DISMISSAL OF FACULTY MEMBERS

Dismissal of a faculty member who has tenure or whose term of appointment has not expired will be based upon the standards and procedures recommended by the American Association of University Professors in the 1968 "Recommended Institutional Regulations on Academic Freedom and Tenure" (AAUP BULLETIN, LIV, No. 4, Dec. 1968, pp. 448-462) (see below) which is derived from the provisions and interpretations of the 1940 "Statement of Principles on Academic Freedom and Tenure" and the 1958 "Statement on Procedural Standards in Faculty Dismissal Proceedings." (Ibid, No. 3, pp. 384-385, No. 4, pp. 439-441).

The committee of preliminary inquiry stipulated in 5(b) of the 1968 Statement, shall be the Steering Committee and the committee of formal hearing stipulated in 5(c), shall be the Promotion and Tenure Committee. In the event a member or members of the committee are disqualified for bias, or the right of a maximum of two challenges without stated cause is exercised, the committee shall maintain its normal size by including as needed former members of the committee selected in the order of most recent service. If the number of alternates is insufficient, the faculty shall elect from among faculty members on tenure the number required.

1968 Recommended Institutional Regulations on Academic Freedom and Tenure

Recommended Institutional Regulations on Academic Freedom and Tenure *set forth, in language suitable for use by an institution of higher education, rules which derive from the chief provisions and interpretations of the 1940* Statement of Principles on Academic Freedom and Tenure *and of the 1958* Statement on Procedural Standards in Faculty Dismissal Proceedings. *The* Recommended Institutional Regulations *were first formulated by Committee A on Academic Freedom and Tenure in 1957.*

In 1968, after eleven years of further experience in evaluating regulations actually in force at particular institutions, Committee A offers a revised and expanded text. The revision is also based upon further definition of the standards and procedures of the Association as set forth in the 1961 Statement on Recruitment and Resignation of Faculty Members, *the 1964* Statement on the Standards for Notice of Nonreappointment, *and the 1966* Statement on Government of Colleges and Universities. *The Association will be glad to assist in interpretation of the regulations or to consult about their incorporation in, or adaptation to, the rules of a particular college or university.*

Committee A will welcome comment on the 1968 Recommended Institutional Regulations *from Association members, chapters, conferences and other interested persons and organizations.*

FOREWORD

These regulations are designed to enable the [named institution] to protect academic freedom and tenure and the requirements of academic due process. The principles implicit in these regulations are for the benefit of all who are involved with or are affected by the policies and programs of the institution. A college or university is a marketplace of ideas, and it cannot fulfill its purposes of transmitting, evaluating, and extending knowledge if it requires conformity with any orthodoxy of content and method. In the words of the United States Supreme Court, "Teachers and students must always remain free to inquire, to study and to evaluate, to gain new maturity and understanding; otherwise our civilization will stagnate and die."

1. *Statement of Terms of Appointment*

(a) The terms and conditions of every appointment to the faculty will be stated or confirmed in writing, and a copy of the appointment document will be supplied to the faculty member. Any subsequent extensions or modifications of an appointment, and any special understandings, or any notices incumbent upon either party to provide, will be stated or confirmed in writing and a copy will be given to the faculty member.

(b) With the exception of special appointments clearly limited to a brief association with the institution, and reappointments of retired faculty members on special conditions, all full-time appointments to the rank of instructor or higher are of two kinds: (1) probationary appointments; (2) appointments with continuous tenure.

(c) Except for faculty members who have tenure status, every person with a teaching or research appointment of any kind will be informed each year in writing of his appointment and of all

matters relative to his eligibility for the acquisition of tenure.

2. *Probationary Appointments*

(a) Probationary appointments may be for one year, or for other stated periods, subject to renewal. The total period of full-time service prior to the acquisition of continuous tenure will not exceed ——years,[1] including all previous full-time service with the rank of instructor or higher in other institutions of higher learning. [*except* that the probationary period may extend to as much as four years, even if the total full-time service in the profession thereby exceeds seven years; the terms of such extension will be stated in writing at the time of initial appointment.][2] Except as provided in Regulation 12, time spent on leave of absence will count as probationary period service, unless the individual and institution agree to the contrary at the time leave is granted.

(b) Regardless of the stated term or other provisions of any appointments, written notice that a probationary appointment is not to be renewed will be given to the faculty member in advance of the expiration of his appointment, as follows: (1) Not later than March 1 of the first academic year of service, if the appointment expires at the end of that year; or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination; (2) not later than December 15 of the second academic year of service, if the appointment expires at the end of that year; or, if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination; (3) at least twelve months before the expiration of an appointment after two or more years of service at the institution. The institution will normally notify faculty members of the terms and conditions of their renewals by March 15, but in no case will such information be given later than ——.[3]

3. *Termination of Appointment by the Faculty Member*

A faculty member may terminate his appointment effective at the end of an academic year, provided that he gives notice in writing at the earliest possible opportunity, but not later than May 15, or 30 days after receiving notification of the terms of his appointment for the coming year, whichever date occurs later. The faculty member may properly request a waiver of this requirement of notice in case of hardship or in a situation where he would otherwise be denied substantial professional advancement or other opportunity.

4. *Termination of Appointments by the Institution*

(a) Termination of an appointment with continuous tenure, or of a special or probationary appointment before the end of the specified term, may be effected by the institution only for adequate cause.

(b) If termination takes the form of a dismissal, it will be pursuant to the procedure specified in Regulation 5.

(c) Where termination of appointment is based upon financial exigency, or bona fide discontinuance of a program or department of instruction, Regulation 5 will not apply, but faculty members shall be able to have the issues reviewed by the faculty, or by the faculty's grievance committee, with ultimate review of all controverted issues by the governing board. In every case of financial exigency or discontinuance of a program or department of instruction, the faculty member concerned will be given notice as soon as possible, and never less than 12 months' notice, or in lieu thereof he will be given severance salary for 12 months. Before terminating an appointment because of the abandonment of a program or department of instruction, the institution will make every effort to place affected faculty members in other suitable positions. If an appointment is terminated before the end of the period of appointment, because of financial exigency, or because of the discontinuance of a program of instruction, the released faculty member's place will not be filled by a replacement within a period of two years, unless the released faculty member has been offered reappointment and a reasonable time within which to accept or decline it.

(d) Termination of a tenured appointment, or of a nontenured or special appointment before the end of the period of appointment, for medical reasons, will be based upon clear and convincing medical evidence which shall, if the faculty member so requests, be reviewed by the Faculty Committee on Academic Freedom and Tenure [or whatever title it may have] before a final decision is made by the governing board on the recommendation of the President of the institution.

5. *Dismissal Procedures*

(a) Adequate cause for a dismissal will be related, directly and substantially, to the fitness of the faculty member in his professional capacity as a teacher or researcher. Dismissal will not be used to restrain faculty members in their exercise of academic freedom or other rights of American citizens.

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[1] [Under the 1940 *Statement of Principles on Academic Freedom and Tenure*, this period may not exceed seven years.]

[2] [The exception here noted applies only to an institution whose maximum probationary period exceeds four years.]

[3] [April 15 is the recommended date.]

(b) Dismissal of a faculty member with continuous tenure, or with a special or probationary appointment before the end of the specified term, will be preceded by: (1) discussions between the faculty member and appropriate administrative officers looking toward a mutual settlement; (2) informal inquiry by the duly elected faculty committee [insert name of committee] which may, failing to effect an adjustment, determine whether in its opinion dismissal proceedings should be undertaken, without its opinion being binding upon the President; (3) a statement of charges, framed with reasonable particularity by the President or his delegate.

(c) A dismissal, as defined in Regulation 5 (a), will be preceded by a statement of reasons, and the individual concerned will have the right to be heard initially by the elected faculty hearing committee [insert name of committee].[4] A member will remove himself from the case, either at the request of a party or on his own initiative, if he deems himself disqualified for bias or interest. Each party will have a maximum of two challenges without stated cause.[5]

(1) Service of notice of hearing with specific charges in writing will be made at least 20 days prior to the hearing. The faculty member may waive a hearing or may respond to the charges in writing at any time before the hearing. If the faculty member waives a hearing, but denies the charges against him or asserts that the charges do not support a finding of adequate cause the hearing tribunal will evaluate all available evidence and rest its recommendation upon the evidence in the record.

(2) The committee, in consultation with the President and the faculty member, will exercise its judgment as to whether the hearing should be public or private.

(3) During the proceedings the faculty member will be permitted to have an academic advisor and counsel of his own choice.

(4) At the request of either party or the hearing committee, a representative of a responsible educational association shall be permitted to attend the proceedings as an observer.

(5) A verbatim record of the hearing or hearings will be taken and a typewritten copy will be made available to the faculty member without cost to him, at his request.

(6) The burden of proof that adequate cause exists rests with the institution, and shall be satisfied only by clear and convincing evidence in the record considered as a whole.

(7) The hearing tribunal will grant adjournments to enable either party to investigate evidence as to which a valid claim of surprise is made.

(8) The faculty member will be afforded an opportunity to obtain necessary witnesses and documentary or other evidence, and the administration of the institution will, insofar as it is possible for it to do so, secure the cooperation of such witnesses and make available necessary documents and other evidence within its control.

(9) The faculty member and the administration will have the right to confront and cross-examine all witnesses. Where the witness cannot or will not appear, but the committee determines that the interests of justice require admission of his statement, the committee will identify the witness, disclose his statement and if possible provide for interrogatories.

(10) In the hearing of charges of incompetence, the testimony shall include that of qualified faculty members from this or other institutions of higher education.

(11) The hearing committee will not be bound by strict rules of legal evidence, and may admit any evidence which is of probative value in determining the issues involved. Every possible effort will be made to obtain the most reliable evidence available.

(12) The findings of fact and the decision will be based solely on the hearing record.

(13) Except for such simple announcements as may be required, covering the time of the hearing and similar matters, public statements and publicity about the case by either the faculty member or administrative officers will be avoided so far as possible until the proceedings have been completed, including consideration by the governing board of the institution. The President and the faculty member will be notified of the decision in writing and will be given a copy of the record of the hearing.

(14) If the hearing committee concludes that adequate cause for dismissal has not been established by the evidence in the record, it will so report to the President. If the President rejects the report, he will state his reasons for doing so, in writing, to the hearing committee and to the faculty member, and provide an opportunity for response before transmitting the case to the governing board. If the hearing committee concludes that adequate cause for a dismissal has been established, but that an academic penalty less than dismissal would be more appropriate, it will so recommend, with supporting reasons.

6. *Action by the Governing Board*

If dismissal or other penalty is recommended, the

[4] [This committee should not be the same as the committee referred to in Regulation (5b) (2).]

[5] [Regulations of the institution should provide for alternates, or for some other method of filling vacancies on the hearing committee resulting from disqualification, challenge without stated cause, illness, resignation, or any other reason.]

President will, on request of the faculty member, transmit to the governing board the record of the case. The governing board's review will be based on the record of the committee hearing, and it will provide opportunity for argument, oral or written or both, by the principals at the hearing or by their representatives. The decision of the hearing committee will either be sustained, or the proceeding returned to the committee with specific objections. The committee will then reconsider, taking into account the stated objections and receiving new evidence if necessary. The governing board will make a final decision only after study of the committee's reconsideration.

7. *Suspensions*

Until the final decision upon termination of an appointment has been reached, the faculty member will be suspended, or assigned to other duties in lieu of suspenion, only if immediate harm to himself or others is threatened by his continuance. Before suspending a faculty member, pending an ultimate determination of his status through the institution's hearing machinery, the administration will consult with the Faculty Committee on Academic Freedom and Tenure [or whatever other title it may have]. Suspension is appropriate only pending a hearing; a suspension which is intended to be final is a dismissal, and will be dealt with as such. Salary will continue during the period of suspension.

8. *Terminal Salary or Notice*

If the appointment is terminated, the faculty member will receive his salary or notice in accordance with the schedule of notice to which he is entitled under Regulation 7 (b), or, if he has tenure, for at least one year. This provision for terminal notice or salary need not apply in the event that there has been a finding that the conduct which justified dismissal involved moral turpitude. On the recommendation of the faculty hearing committee or the President, the governing board, in determining what, if any, payments will be made beyond the effective date of dismissal, may take into account the length and quality of service of the faculty member.

9. *Academic Freedom*

All members of the faculty, whether tenured or not, are entitled to academic freedom as set forth in the 1940 *Statement of Principles on Academic Freedom and Tenure*, formulated by the Association of American Colleges and the American Association of University Professors.

10. *Academic Freedom of Nontenured Faculty*

If a faculty member on probationary or other nontenured appointment alleges that considerations violative of academic freedom significantly contributed to a decision not to reappoint him, his allegation will be given preliminary consideration by the [insert name of committee], which will seek to settle the matter by informal methods. His allegation shall be accompanied by a statement that he agrees to the presentation, for the consideration of the faculty committees, of such reasons and evidence as the institution may allege in support of its decision. If the difficulty is unresolved at this stage, and if the committee so recommends, the matter will be heard in the manner set forth in Regulation 5 and 6, except that the faculty member making the complaint is responsible for stating the grounds upon which he bases his allegations, and the burden of proof shall rest upon him. If he succeeds in establishing a *prima facie* case, it is incumbent upon those who made the decision not to reappoint him to come forward with evidence in support of their decision.

11. *Administrative Personnel*

The foregoing regulations apply to administrative personnel who hold academic rank, but only in their capacity as faculty members. Where an administrator alleges that a consideration violative of academic freedom significantly contributed to a decision to terminate his appointment to his administrative post, or not to reappoint him, he is entitled to the procedures set forth in Regulation 10.

12. *Political Activities of Faculty Members*

Faculty members, as citizens, are free to engage in political activities. Where necessary, leaves of absence may be given for the duration of an election campaign or a term of office, on timely application, and for a reasonable period of time. The terms of such leave of absence shall be set forth in writing, and the leave will not affect unfavorably the tenure status of a faculty member, except that time spent on such leave will not count as probationary service unless otherwise agreed to.[6]

[*NOTE.* Regulations 13, 14, and 15 are suggested in tentative form, and will require adaptation to the specific structure and operations of the institution; the provisions as recommended here are intended only to indicate the nature of the provisions to be included, and not to offer specific detail.]

13. *Graduate Student Academic Staff*

(a) In no case will a graduate or teaching assistant be dismissed without having been provided with a statement of reasons and an opportunity to be heard before a duly constituted committee. (A dismissal is a termination before the end of the period of appointment.)

(b) With respect to the nonreappointment of a

[6] [See draft "Statement on Professors and Political Activity," *AAUP Bulletin*, Autumn, 1967, pp 306-308.]

graduate or teaching assistant who establishes a *prima facie* case to the satisfaction of a duly constituted committee that a consideration violative of academic freedom significantly contributed to the nonreappointment, he will be given a statement of reasons by those responsible for the nonreappointment and an opportunity to be heard by the committee.

14. *Other Academic Staff*

(a) In no case will a member of the academic staff [7] who is not otherwise protected by the preceding regulations which relate to dimissal proceedings be dismissed without having been provided with a statement of reasons and an opportunity to be heard before a duly constituted committee. (A dismissal is a termination before the end of the period of appointment.)

(b) With respect to the nonreappointment of a member of such academic staff who establishes a *prima facie* case to the satisfaction of a duly constituted committee that a consideration violative of academic freedom significantly contributed to the nonreappointment, he will be given a statement of reasons by those responsible for the nonreappointment and an opportunity to be heard by the committee.

15. *Grievance Procedure*

If any faculty member feels that he has cause for grievance in any matter other than dismissal proceedings—such matters as salaries, assignment of teaching duties, assignment of space or other facilities, and propriety of conduct—he may petition the elected faculty grievance committee [here name the committee] for redress. The petition shall set forth in detail the nature of the grievance and shall state against whom the grievance is directed. It shall contain any factual or other data which the petitioner deems pertinent to his case. The committee will have the right to decide whether or not the facts merit a detailed investigation. Submission of a petition will not automatically entail investigation or detailed consideration thereof. The committee may seek to bring about a settlement of the issue satisfactory to the parties. If in the opinion of the committee such a settlement is not possible or is not appropriate, the committee will report its findings and recommendations to the petitioner and to the appropriate administrative officer and faculty body [here identify], and the petitioner will, at his request, be provided an opportunity to present his case to them.

The grievance committee will consist of three [or some other number] members of the faculty who have tenure and who are elected at large. No department chairman or administrative officer shall serve on the committee.

[7] [Each institution should define with particularity who are members of the academic staff.]

Note on Implementation

The Recommended Institutional Regulations here presented will require for their implementation a number of structural arrangements and agencies. For example, the Regulations will need support by:

(a) channels of communication between all the involved components of the institution, and between them and a concerned faculty member,

(b) definitions of corporate and individual faculty status within the college or university government, and of the role of the faculty in decisions relating to academic freedom and tenure,

(c) appropriate procedures for the creation and operation of faculty committees, with particular regard to the principles of faculty authority and responsibility.

The forms which these supporting elements assume will of course vary from one institution to another. Consequently, no detailed description of the elements is attempted in these Recommended Institutional Regulations. With respect to the principles involved, guidance will be found in the 1966 *Statement on Government of Colleges and Universities*, jointly formulated by the American Council on Education, the Association of Governing Boards of Universities and Colleges, and the American Association of University Professors.

II.D. Retirement

1. The normal retirement age at Franklin College is 65 years of age. Indefinite tenure is discontinued at that time. Annual reappointments may be made until age 70.

2. If a person is reappointed beyond age 65, a gradual reduction in duties, such as committee assignments and administrative responsibilities, takes the place of salary increments.

II.E. Teaching Load

The teaching load is normally 26 credit hours per year plus 10 hours per 4 years in the Winter Term. A faculty member's load may vary somewhat, but it is the aim of the College that over a two year span a faculty member will not exceed 26 credit hours per year.

II.F. Travel Allowance

The present policy is for the College to support the faculty member's attendance at one or more professional meetings by paying up to tourist class air fare and $12 per day toward expenses, with a limit of $150. A form for submitting requests for faculty travel allowance is sent to the faculty at the beginning of the fall semester.

Title of Meeting or Convention _____

Date of Registration _____ Date of Adjournment _____

Place (City & State) _____ Transportation: Car___ Air___

Estimated expenses: 1) Transportation _____ Comments: _____

2) Registration _____

3) Other _____ _____

If you will be presenting a paper, please so indicate.

Signature _____

II.G. Faculty Attendance

A. Class and faculty meetings

A faculty member is expected to meet his classes as scheduled and to attend faculty meetings. If he is unable to meet his class, he should notify the Office of Records, his department chairman, and his class. If his absence from the classroom will be prolonged, he should contact the Dean of the College. If a faculty meeting conflicts with a class, the class takes precedence.

B. As a matter of courtesy, any absence from campus during the school year should be cleared through the Dean of the College.

C. Formal academic functions

Faculty members are expected to attend Honors Day Convocation, Baccalaureate and Commencement in proper academic regalia. Exceptions are made only on permission of the Dean of the College in cases of personal emergency.

D. Change of class schedule

Classes are expected to meet in the assigned room and at the assigned time. Any proposed change of schedule must be cleared by the Office of Records.

II.H. Academic Functions

Included in academic processions are members of the Board of Trustees (at their discretion) and full members of the faculty as specified in Section I.B.1. The academic procession will form at the designated place a half-hour before the time for the program. Members of the Board and faculty will appear in academic garb, with shoes and other articles of visible apparel of dark colors that harmonize with the academic costume. Those with Bachelor's degrees only should wear the simple black gown with the appropriate hood. A holder of a Master's degree only should wear the elbow-length black gown and appropriate hood. Those holding the Doctorate should wear the proper gown with full-length sleeves and arm bands, with the appropriate hood of the conferring institution.

Mortar boards should be worn in the academic processions, but the men should remove theirs during prayer, the singing of the Alma Mater, and at other times as may be indicated by the presiding officer. Tassels on the mortar boards should be on the left. There should be no deviation from these regulations.

II.H. Academic Functions (continued)

The order of march for the academic procession will be: (1) Seniors, (2) Instructors, (3) Assistant Professors, (4) Associate Professors, (5) Professors, (6) Administrative Staff, (7) Platform group. The recessional will be in reverse order.

II.I. Social Responsibility

Faculty members may be asked by the students to chaperone social functions of the College and of the various social organizations. Also, a faculty member may be asked to serve as advisor or sponsor of a departmental or divisional club or honorary. Acceptance of these responsibilities is determined by the individual faculty member.

II.J. Outside Employment

Any outside employment should be cleared with the Dean of the College.

II.K. Office Hours

Faculty members are asked to schedule a reasonable number of hours per week when they will be available in their office for conferences with students. This schedule should be posted on their office door. Students are encouraged to make special appointments with the Dean's secretary if they are unable to meet at the scheduled time.

II.L. Tuition Grants

1. Children of full-time faculty and full-time administrative staff shall receive a full tuition grant.

2. The spouse of a full-time faculty or administrative staff member shall receive three-fourths tuition grant.

3. Children of full-time faculty and full-time administrative staff shall receive a full tuition grant if the parent dies while in active service for the College.

III. CURRICULAR AND ACADEMIC POLICIES

III.A. Student Attendance

Each student is expected to maintain satisfactory attendance in all of his scheduled classes in accordance with the policy announced by classroom professor and recorded in Office of Records. If a student is absent from a class, it is his responsibility to contact the instructor and make satisfactory arrangements to hand in material due or make up work missed.

Neither the Dean of the College nor the Dean for Student Life excuses absences. This is strictly a matter between the student and his instructors.

When attendance is unsatisfactory students may be dropped from the course. Any appeal will be heard by the Rules Committee.

Faculty members are required to submit their attendance policies in writing to the Office of Records where they are kept available to students.

III.B. Regulations Governing Field Trips and Team Excursions

Two broad principles influence the scheduling of field trips and team excursions involving students and faculty:

1. These trips should be arranged so as to avoid conflict, so far as possible, with other scheduled academic commitments.

2. For such trips, at least two weeks' advance notice should be given by announcement to all faculty by memorandum.

III.C. Examinations

Class examinations are arranged at the discretion of the individual faculty member to suit the needs of the students.

Senior Examinations. (The following was passed by the faculty March 1, 1972.)

The senior examinations may consist of one, two, or three parts:
(1) a written examination constructed by the department, scheduled for not less than 3 hours, and graded by at least two, when possible, three examiners.

III.C. Examinations (continued)

(2) an oral examination scheduled for not less than 50 minutes and conducted by a committee of three persons:
   a) The chairman of the department (or division) or another member of the faculty designated by him would be the chairman of the oral examining committee.
   b) The chairman would select the rest of the committee, one member of his department and one person to represent the outside field or fields which went to make up the Area of Concentration.

(3) a standardized exam such as the URE or TEEP. No department shall use the URE or TEEP alone.

The exam, or combination of exams, will be given a single grade (on an A-F basis) which will be recorded on the student's transcript. Graduation from Franklin College will not be contingent upon passing the senior exam.

III.D. Grades

The following grades are placed upon the Registrar's record to indicate a student's standing:

Letter Grade	Description & Note Ref.	Point Value per Course Cr. Hr.	Counted as Hours or Projects For Fulfillment of Graduation	Counted as Hours or Projects For Point Index Calculation
A	Excellent	4	Yes	Yes
AU	Audit (1)	-	No	No
B	Good	3	Yes	Yes
C	Fair	2	Yes	Yes
D	Poor (2)	1	Yes	Yes
F	Failure (2)	0	Yes	Yes
H	Deferred grade HELD in abeyance pending completion of two semesters HONORS study (3)	-	No	No
I	Incomplete (3)	-	No	No
NG	No grade reported (4)	-	No	No
S	Satisfactory (5)			
	Pass-Fail Courses	-	Yes	No
	Winter Term Projects	-	Yes	No
U	Unsatisfactory (5)			
	Pass-Fail Courses	-	No	No
	Winter Term Projects	-	No	No
W	Withdrawal (6)	-	No	No
WP	Withdrawal passing (6)	-	No	No
WF	Withdrawal failing (6)	0	No	Yes
-	Credits accepted for incoming transfer. Must be equivalent of "C" or better.	-	Yes	No

III.D. Grades (continued)

(1) The "audit" grade is given for informational instruction only and is without credit. The election to audit a course must be made within the first week of classes and cannot be changed thereafter to credit.

(2) Courses for which final grades of "D", "F", or "WF" have been assigned may be repeated only upon approval by the Office of Records. The earlier grade will not be purged from the record, however, the student will be given the benefit of the later grade for point index purposes in the semester when the course is repeated. The two grades will not be averaged for point index purposes; the later grade will prevail.

(3) The "Incomplete" grade indicates there is still a possibility for credit after further work. It is used by the classroom professor when he/she is not prepared to give a definite mark because of illness of the student or because of some justifiable delay in the completion of certain work. It is accompanied by a note from the classroom professor which explains the circumstances and indicates how the Incomplete may be absolved. Courses marked "I" must be completed within six weeks after the beginning of the next semester, except an earlier date may be specified by the classroom professor, or the date may be extended on special permission from the Dean of the College. The "I" grade lapses into a "F" if the work is not completed by the specified time.

The "H" grade is a deferred grade in the honors program for a course project or a program which is expected, in its inception, to require more than one semester for fulfillment. The deferred grade must be completed within a twelve-month period beginning with the first day of classes for the semester in which the enrollment was established. The intent must be recorded on the first mid-semester grade sheet of the initial enrollment period.

(4) The "NG" (no grade) is used for mid-semester grade reporting and may be assigned administratively by the Office of Records. Existing faculty rules require that only "A, D, and F" grades be reported at mid-semester, thus "NG" could mean the grade is a "B" or "C" or it could also mean that no grade was reported by the classroom professor. Use of the "NG" is most likely to occur in seminars and individualized study. It could be used administratively in some instances when grades were received too late for processing.

III.D. Grades (continued)

(5) The "S" and "U" grades may be used in two ways. Registration in the so-called "Pass-Fail" courses is for a pre-determined number of credit hours, while registration for the Winter Term is for a project worth either 2 credit hours or 4 credit hours. The "S" grade indicates satisfactory completion and implies the grade is in the "A through C" range. For "pass-fail" courses, the "S" hours are accumulated toward the specified minimum of hours for graduation (126 credit hours). For Winter Term projects, the "S" hours are accumulated toward the specified minimum hours required for graduation (12 WT hours for entering freshmen, transfer students-requirement determined by number of transfer hours).

The "U" grade is an unsatisfactory grade and implies a letter grade of "D" or below. This grade may be used for "pass-fail" courses or Winter Term projects. A course may be taken on a "pass-fail" basis providing: (1) It is not a graduation requirement; (2) it is not required for the student's Area of Concentration; (3) the student has previously earned at least 58 hours toward graduation. Neither the "S" nor "U" contributes to or detracts from the grade index.

(6) Within a specified time period, usually three weeks after the first day of classes, a student may withdraw from a course for any reason without academic penalty. Withdrawal from a course during the last three weeks of a regular semester results in a grade of "WF". Withdrawal from a course subsequent to the first three weeks of a semester but prior to the last three weeks of that semester will result in a grade of "WP" or "WF" as certified by the classroom professor.

If the student withdraws from College, as opposed to a course, the permanent record will not the date of withdrawal. If clearance has been granted by the Dean for Student Life and confirmed by the Dean of the College, course enrollment and grades will not be shown.

(7) Credits or courses presented for transfer must be certified by an official transcript. Acceptance is limited to courses appropriate to the program of Franklin College and is predicated upon an equivalent grade of "C" or better. Instructional departments reserve the right to assign Franklin College course equivalencies for transfer courses accepted.

After initial enrollment at Franklin College, transfer courses from another institution to the Franklin record must be approved in advance by the Dean of the College, by the head of the instructional department affected, and, if such credit is to be used to meet professional requirements for teacher certification, by the head of the Education Department.

III.D. Grades (continued)

Workshops will not ordinarily be accepted for transfer credit. Correspondence study through a regionally accredited institution in excess of six hours must be approved by the Dean of the College and the instructional departments affected.

Transfer credits neither help nor hinder computation of the grade index.

Final grades for each course are due in the Office of Records within 48 hours after the last day of classes. Grades for seniors are to be reported no later than the Friday preceding the last day of classes. After grades have been officially recorded, faculty approval is required to change grades for reasons other than clerical error.

Disclosure of records to faculty:

(1) Faculty and administrative officers of the institution who have a legitimate interest in the material and demonstrate a need to know will be permitted to look over the academic record of any student.
(2) The contents of the official folder of a student will not be sent outside the Office of Records or other administrative office except in circumstances specifically authorized by the custodian of the records. Normally a permanent record will never leave the Office of Records, except when taken by a person on the staff of that office for duplicating purposes.

III.E. Turn-In Reports

Warnings about inadequate work are made at any time such warnings may seem helpful or necessary. Proper forms for such warnings should be secured from the office of the Dean of the College. They are prepared and have the following distribution:

1. White copy to the student.
2. Yellow copy to student's faculty advisor.
3. Pink copy to parents of the student.
4. Gold copy to student's social organization's scholarship chairman.
5. Green copy retained by the issuing instructor
6. Buff copy retained by Dean of College as file copy.

The completed form is returned to the office of Dean of the College which makes the distribution.

III.F. Dishonesty

This policy on student dishonesty and plagiarism was adopted by the faculty of Franklin College on September 7, 1962. Its provisions govern all cases of academic dishonesty.

A. Academic Dishonesty
The faculty recognizes as violations of academic honesty the following:

1. Dependence upon the aid of others beyond that expressly approved by the instructor in writing papers, preparing laboratory reports, solving problems, or carrying out other assignments.

2. Plagiarism, i.e., the use, whether by paraphrase or direct quotation, of published or otherwise recorded material or the unpublished work of another person without full and clear acknowledgment.

3. Cheating on quizzes, tests, and examinations by
   a. Referring during the examination to books, papers, or notes not specifically authorized by the instructor.
   b. Receiving during the examination information from another person or communicating information to another person, or attempting to receive or communicate information.
   c. Using a substitute to take a quiz, test, or examination or acting as such a substitute.
   d. Buying, selling, or stealing a copy of an examination in advance of its administration, or referring to such an examination after it has been bought or stolen by another.
   e. Practicing or attempting to practice any other form of deceit in a quiz, test, or examination.

4. Permitting another student to use one's work as his own.

B. Procedure for Determining Guilt and Disciplinary Action

1. Upon detecting an instance of academic dishonesty, the instructor shall promptly discuss the matter with the student involved.

2. The instructor will then submit a report of the meeting to the Dean of the College.

3. The case will go before the Student-Faculty Court. The Court shall examine the case; shall state its verdict, based upon general consensus; and shall stipulate the penalty in accordance with the system of penalties.

III.F. Dishonesty (continued)

C. Disciplinary Action

1. For his first offense, a student who is guilty of academic dishonesty shall receive one of the following:
   a. A grade of "F" in the work involved, and a course grade lowered by one letter, or
   b. a grade of "F" in the course, or
   c. recommendation to the President for suspension from the College.

2. For his second offense of this sort, the student shall be dropped from the course in which it occurred with a grade of "F", and shall, upon recommendation of the President, be subject to either:
   a. Suspension from the College or
   b. dismissal from the College.

Revised 3/7/63

III.G. Senior Seminar Reference: Faculty minutes, 22 May 1963

The seminar should be a senior course whose primary objective would be giving the student basic training in scholarly method and materials through actual research in his major field. The student should gain experience in ferreting out evidence through the techniques appropriate to the major field, in weighing evidence collected, in organizing material, and in preparing a research paper which, if practicable, might well be presented by the student before the instructor and the class for rigorous discussion and critique. The subject, or subjects, of the seminar should be noted on the grade reports for purposes of the records.

III.H. Individualized Study Reference: Faculty Minutes, 24 April 1963
15 January 1969

All programs of students at Franklin College which involve more than five hours of work in the categories of individualized study and/or independent study <u>in any given semester</u> are to be referred to the Curriculum Committee for review and approval.

This referral should take the form of a proposal to the Curriculum Committee which should be in the hands of the committee within one week following the midpoint of the semester prior to the semester in which the work is to be done. The proposal should include the entire program that the student plans to take during the following semester.

III.H. Individualized Study (continued)

It should be noted that normally not more than two hours credit is allowed for a course of individualized study and that normally no more than five hours credit is to be given for a course of independent study. Moreover, independent study is a type of work at the level of honors and as such should be reserved for students of that caliber.

Individualized study may be offered by the departments to individual students provided that:

1. The head of the department or division has approved the project.

2. A statement of the subject matter of the study is filed with the department or division head.

3. The student meets with the faculty member directing the study at regularly scheduled times, at least once per month.

4. The student studies a body of material, or works on a research project at least comparable to that covered in an ordinary course carrying the same number of hours.

5. A term paper or project would be optional with the instructor but some type of written or oral examination in the course is assumed.

An instructor should not be expected to direct more than three such students each semester, since such a course would be in addition to the instructor's normal 26 hours yearly load. If it seems necessary for an instructor to direct more than three such students in Individualized Study, an adjustment should be made in the instructor's class load according to the following formula: 4 students, 1 credit hour allowance; 8 students, 2 credit hours allowance.

Individualized Study is a part of the Honors Program.

IV. MISCELLANEOUS POLICIES

IV.A. Textbooks

The selection and ordering of textbooks and supplies is the responsibility of the individual instructor unless the course is jointly taught. All supplies and texts are ordered through the Bookstore on forms obtained from that office. Texts should be ordered no later than eight weeks prior to the time when they will be needed.

IV.B. Audio-Visual Services

Equipment: The equipment listed below is available for use in campus buildings. This equipment is requested from the Library and will be delivered to classrooms if the request is received in the Library at least one day (excluding Saturday and Sunday) prior to the day of use. Request forms are provided and are available at the Library circulation desk.

16mm projector	Phonorecord player
Screen	Film strip/slide projector
Overhead projector	Tape recorder
Opaque projector	Projectionist

Materials: Film strip, phonorecord, phono tape and slide collections are maintained in the Library. Additions to these collections will be made at your request. Forms for requesting the purchase of these materials are available at the Library desk. Requests for rental of motion pictures are sent to the Business Office. Requisition forms for film rentals are available from the Business Office.

IV.C. Faculty Organizations

1. American Association of University Professors

   A local chapter of AAUP is active on the Franklin College campus. Membership is open to all members of the teaching faculty who are members of the national AAUP organization.

2. The Franklin College Club

   This group is open to all members of the faculty, administration, and Board of Trustees, all full-time staff members, and their husbands and wives. It arranges for social activities such as fall and spring picnics and other occasions as desired. It also takes care of the recognition of illnesses and bereavements among the members and their immediate family by sending flowers or cards. The membership fee is $1.50 per person or $3.00 per family. Membership is voluntary.

IV.D. Use of College Facilities

In order to avoid conflicts, any unscheduled use of College classroom facilities should be arranged through the Office of Records. The use of the College Auditorium and/or stage for curricular or non-curricular purposes should be arranged with the Dean's secretary and the Business Office. The use of the Hamilton Library Auditorium should be arranged through the Library secretary.

IV.E. Secretarial Assistance

Assistance for secretarial work not pertaining directly to classes (book orders, letters of recommendation, correspondence, etc.) may be received from the faculty secretary located in the Office of Records for members of the Humanities Division and Science Division, from the secretary in the Duplicating Office for members of the Social Science Division.

Secretarial assistance for preparation of syllabi, tests, handouts, etc. which pertain directly to conduct of classes may be received from the Duplicating Office.

IV.F. Calendar

The Franklin College calendar comprises two semesters and a Winter Term. Each semester is of fourteen weeks and 3 days duration. Classes meet as regularly scheduled for 14 weeks. A special schedule of two-hour class meetings is arranged for the final 3 days of the semester, during which three days each class must meet once, normally for purposes of holding a final examination. The Winter Term is of four weeks duration and includes no final examination.